

**WORKPLACE ENVIRONMENT AND ITS IMPACT ON EMPLOYEES' JOB  
SATISFACTION IN PREMIER EDUCATIONAL INSTITUTIONS IN THE  
TEMPLE TOWN, TIRUPATI**

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**Abstract:** *The main purpose of this study is to find the impact of the workplace environment on the job satisfaction of the teaching faculty and to find whether there exists any difference between the satisfaction of employees belonging to State-owned and Private Universities concerning Workplace Environment in and around Tirupati city, Andhra Pradesh, India. This study is based on a model which has been published by Jacob Morgan (2015), in the forbes.com according to him, every employee experience in any organisation regardless of its industry, geographical area, or size, consists of three environments: The Physical environment, The Cultural environment and The Technological environment. The sample population includes 124 employees that are working as teaching faculty in State Owned and Private Universities. A well-structured questionnaire was used to collect primary data and a Convenience sampling method was used to select the respondents. The study found that there is no significant difference between the satisfaction of employees of State-Owned and Private Universities concerning Workplace Environment.*

**Keywords:** *Workplace Environment, Physical Environment, Cultural Environment, Technological Environment, Job Satisfaction.*

### **Introduction**

Working Environment is the place where the individual works according to his profession. The working environment is not only up to the place but it can also be the condition and environment where people perform their duties and earn for their life. The workplace has directly influenced the job performance and job satisfaction of the employees (Birdsall, Ross, and Sabot, 2013). Sometimes the work environment plays a significant positive role in employees' job satisfaction while on the other hand sometimes the working environment negatively influences the job satisfaction of the employees. The workplace environment includes all those factors that are present in the environment and surroundings of the employees where they work. Heath (2006), explained that the workplace environment includes the physical location as well as all those factors such as rules, policies, working

relationships, resources, and behavioural procedures are also a part of the workplace environment. Hence the workplace environment includes both physical and organisational factors and all of these factors are important. The competitiveness of any organisation is based on the quality of the workplace and the environment that the organisation provides to its employees.

The outcomes of a healthy workplace environment include productive, satisfied and loyal employees, profits and economic values for the organisation. A healthy work environment builds a long-term relationship with the employees. Job satisfaction is highly demanded in the workplace environment ( Enwezor & Obi 2022). All successful organizations especially empathize with the quality of the workplace and that's one of the reasons their employees are satisfied with their jobs.

### **Literature Review**

#### **Working Environment**

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

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

#### **Job Satisfaction**

According to Tariq (2016), there are various factors that are linked to job satisfaction in the telecom industry. He clarified that elements like pay, workload, workplace stress, interpersonal problems, and family issues have a substantial negative impact on satisfaction and that this also results in job discontent. This unhappiness contributes to the organization's

overall underperformance.

Researchers such as Chandrasekar (2014) and Ishrat et al., (2021), state that the environment that a person works in plays a significant role in improving the performance of the employees. If organisations need more economic values and profits, then they must understand the importance of the workplace environment's role in the organisation. A decent and productive work environment helps in increasing the capabilities of the employees to give their maximum output to the organisation. He also states that job satisfaction can be achieved through effective human-to-human relationships. Some of the factors which can enhance the job satisfaction level are time management skills and energy.

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

Heywod (2017), explained that job satisfaction helps employees to be more loyal, trustful, and reliable towards the organisation or firm. He further explained that job satisfaction helps in long-term employer's employee relationships. If the employees are satisfied with their job then they are more loyal and will build a long-term relationship with the organisation. Whenever there is much workload on the organisation, then the management needs to understand the importance of the job satisfaction of the employees because this will help in retaining the employees in the organisation.

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

Parasuraman (2009) explained some of the important reasons why job satisfaction is necessary for employees and employers. He explained that the main reason why job satisfaction is necessary is that satisfied workers are the key assets for the organisation. If the employees are satisfied with their work, then this will create more productive employee output leading to profits and higher economic value. The other reason is that it is the

responsibility of the management of the organisation to provide a healthy, proactive and pleasant work environment which is feasible for their employees.

Armstrong (2010), explained that the work environment is very important to understand for the management and employees because the employees have to spend the most important part of their lives here only. According to his analysis, he found that the workplace environment has a direct and positive correlation with the job satisfaction level of the employees and their behaviour. Some other factors which added value to job satisfaction are pay, work itself, employee support and supervision, relationship with co-workers, and advancement opportunities.

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

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

Pitaloka and Sofia (2014) provided an explanation of the effects of a few variables on the employees' degree of job satisfaction. They clarified how elements like workload and working hours have impacted the degree of job satisfaction. According to their study, if an employee's workload exceeds their capabilities, they will experience health problems including weakness, anxiety, and laziness, which will ultimately result in job unhappiness and a higher turnover rate. The main cause of employee turnover is discontent with the workplace. Less job satisfaction has been observed in organisations with higher turnover rates, but a high level of employee job satisfaction has been observed in organisations with low turnover rates.

Some of the main justifications for why job happiness is essential for both employees and employers were outlined by Dildar (2006). According to him, the major justification for the importance of job satisfaction is that contented employees are an organization's most valuable resource. If the workers are happy with their work, this will result in more proactive employee output, which will increase earnings and economic value. The organization's management is obligated to offer a safe, proactive, and enjoyable work environment that is practical for their employees. This is the second justification.

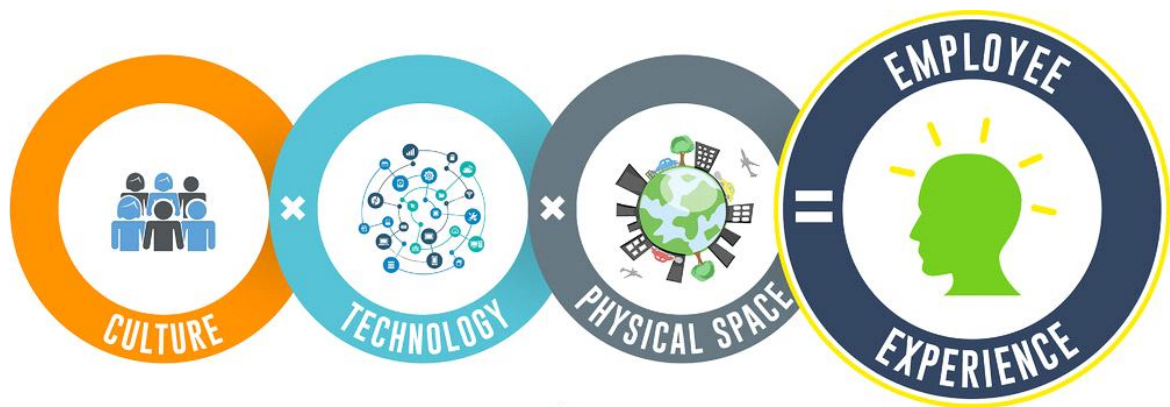
According to Imran & Ramli (2019), clean, safe, conducive, and comfortable working environment conditions can be a supporting factor to provide comfort and relaxation for employees, because the work environment is one of the factors that can affect employee job satisfaction for achieving company goals

Sparta (2017), explained that most organisations are not taking serious into consideration the issue of the working environment which has an impact on employee performance and satisfaction. The working environment includes safety in the working areas, good relationships with coworkers and developing a sense of ownership within an organisation by allowing the employees to air their views on what should be done to improve their satisfaction level within the organisation. By doing so a worker feels that he or she is valued and that may boost morale and satisfaction towards the job.

Devi and Rani (2016) justified that work environments have a direct effect on job satisfaction and the stress level of employees. The productivity of employees tends to increase if the organisation can provide a good working environment.

### Theoretical Framework

This study is based on a model which has been published by Jacob Morgan (2015), at the <https://www.forbes.com/?sh=4a3611522254> (forbes.com) according to him, every employee experience in any organisation regardless of its industry, geographical area, or size, consists of three environments: The Physical environment, The Cultural environment and The Technological environment as seen below.



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Source:

[https://www.google.com/search?q=the+three+employee+experience+environments&sxsrf=ALiCzsaDMcTptcwozeF99xhlls6NOVpsJA:1668179137074&source=lnms&tbm=isch&sa=X&ved=2ahUKEwiw\\_IvHs6b7AhUi-jgGHWHyCkEQ\\_AUoAXoECAEQAw&biw=1366&bih=600&dpr=1#imgrc=Xn2KbHeUOcGb RM](https://www.google.com/search?q=the+three+employee+experience+environments&sxsrf=ALiCzsaDMcTptcwozeF99xhlls6NOVpsJA:1668179137074&source=lnms&tbm=isch&sa=X&ved=2ahUKEwiw_IvHs6b7AhUi-jgGHWHyCkEQ_AUoAXoECAEQAw&biw=1366&bih=600&dpr=1#imgrc=Xn2KbHeUOcGb RM)

### Physical Environment:

The physical space is that which we can see touch, taste, and smell. It is the art that hangs on the walls of the workplace architectural plan of the demographics of the individuals we tend to work with ( old, young, diverse, etc), and any physical perks we'd get, like catered meals, an on-site gymnasium, or a lounge space where staff can unwind a bit.



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Source :

<https://www.forbes.com/sites/jacobmorgan/2015/12/15/the-three-environments-that-create-every-employee-experience/?sh=1176647c66c6>

### Cultural Environment

It's the vibe you get after you get in the door and it's the mood and also the tone that the work sets. It is the leadership style, the sense of purpose your staff feel, the organisational structure, and also those who make your organisation. It is not written and it's not said out loud, but it's one of the most vital elements of creating and designing the employee experience. Usually, company culture is what energises us or drains us. It also motivates us or discourages us, empowers us or suffocates us. No matter what, every employee experiences their company's corporate culture every single day, whether it be positive or negative



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Source:

<https://www.forbes.com/sites/jacobmorgan/2015/12/15/the-three-environments-that-create-every-employee-experience/?sh=1176647c66c6>



## Technological Environment

The technological setting of the organisation refers to the tools that the employees use for getting their work done. This includes everything from the interior social network your company may use to the mobile devices that are approved to the laptops, desktops, and video conferencing solutions that employees have access to. This conjointly includes any apps, software, e-learning tools and user experience that impact how the employees use these numerous tools. Nowadays technology is the central system of any organisation and most ideas and themes associated with long-term employees don't seem to be potential without technology.



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Source:

<https://www.forbes.com/sites/jacobmorgan/2015/12/15/the-three-environments-that-create-every-employee-experience/?sh=1176647c66c6>

## Problem Statement

One of the many challenges for any organisation is to satisfy its employees to cope with the ever-changing and evolving environment and to achieve success and remain in the competition. To increase the efficiency, effectiveness, productivity and job commitment of employees, organisations must satisfy the needs of their employees by providing good and sensible working conditions. Unfortunately, not much attention has been given to finding out the satisfaction levels of academicians and various work environmental variables which influence their satisfaction in educational institutions in and around Tirupati. Therefore, there is a need for researchers to focus more attention on investigating the impact of the workplace environment on employees' job satisfaction. Hence, this paper presents the impact of the workplace environment on employees' job satisfaction at educational institutions in the Temple town of Tirupati.

### Scope of the Work

The present study covers job satisfaction of employees working as teaching faculty in the M.B.A, M.C.A, M. Com, B. Com and B. Sc departments of State-owned and Private Universities, in Tirupati.

### Objectives of the Study

1. To analyse the job satisfaction of employees belonging to State-owned and Private Universities concerning the workplace environment.
2. To compare the satisfaction of both the university's employees concerning the workplace environment.
3. To offer suitable suggestions for the improvement of job satisfaction of employees belonging to State-owned and Private Universities.

### Research Methodology

A well-structured questionnaire was used to collect the primary data and the secondary data were collected from various books, journals, and websites of the Selected Educational Institutions. A five-point scale was used to measure the opinion of respondents on the workplace environment. To select the respondents, a random sampling method was used. The sample size is 124, with 62 employees belonging to State-owned and Private Universities Respectively.

### Data Analysis & Interpretation

Job satisfaction of employees in the workplace environment is tested on Physical Environment, Cultural Environment, and Technological Environment.

Comparison Of Workplace Environment:

Data relating to satisfaction of employees towards the workplace environment is presented in the tables below

#### DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

DEMOGRAPHIC VARIABLES	CATEGORY	STATE	PRIVATE	FREQUENCY (N)	PER CENT (%)
Gender	Male	36	44	80	64
	Female	26	18	44	36
Designation	Research Scholar	9	8	17	14
	Academic Consultant	22	11	33	27



	Assistant Professor	21	26	47	38
	Associate Professor	6	14	20	16
	Professor	4	3	7	6
<b>Qualification</b>	UG	0	0	0	0
	PG	27	33	60	48
	Ph. D/ M.phil	35	29	64	52
<b>Age</b>	20-30 Years	12	13	25	20
	30-40 Years	22	18	40	32
	40-50 Years	15	21	36	29
	50-60 Years	8	7	15	12
	Above 60 Years	5	3	8	6
<b>Marital Status</b>	Unmarried	21	18	39	31
	Married	34	41	78	58
	Widowed	5	3	8	6
	Divorced	2	0	2	2
	Separated	0	0	0	0
<b>Employment Duration</b>	Less Than 5 Years	26	21	47	38
	5 - 10 Years	18	23	41	33
	10 - 15 Years	11	13	24	19
	15 - 20 Years	9	3	12	10
	Above 20 Years	8	2	10	8

Source: Primary Data

As presented in the above table the majority of the surveyed respondents were males, recording 64 per cent of the total respondents whereas females were 36 per cent. This shows that the study had a reasonable representation of gender.

The majority of the respondents are working as Assistant Professors recording 38%, followed by Academic Consultants recording 27% and Associate Professors recording 16%.

Furthermore, in the light of respondents' educational level, the majority of respondents have done

Ph. D/M. Phil with 52 per cent followed by Post Graduates with 48%. This implies that the respondents could grasp the issues at hand and provide responses that were precise for the study.

The study revealed the highest number of respondents belonging to the age category of 30-40 years with 32 per cent, followed by those between the ages 40-50 and 20-30 years with 29 and 20 per cent respectively.

Then coming to marital status, the majority of the respondents i.e., 58 per cent were found to be married, followed by single respondents with 31 per cent. Ultimately, 6 per cent and 2 per cent of the respondents were widowed and divorced respectively.

In addition, from the demographic data collected on respondents' employment duration, the majority of the respondents i.e 38 per cent are having less than 5 years of employment duration, followed by 33 % and 19% for 5 - 10 years and 10 - 15 years of employment duration respectively. This further reaffirms their understanding of their workplace environment.

Means and Standard Deviations of Study Variables:

**MEAN INTERPRETATION**

SCALE	MEAN RANGE	INTERPRETATION
5	4.21 - 5.00	Very Satisfied
4	3.41 - 4.20	Satisfied
3	2.61 - 3.40	Neither Satisfied nor Dissatisfied
2	1.81 - 2.60	Dissatisfied
1	1.00 - 1.80	Very Dissatisfied

Source: Computed Data

The tables presented below show the mean scores along with standard deviations for the various variables used for the study.

**INSTITUTION-WISE MEAN VALUES OF THE PHYSICAL ENVIRONMENT**

WORKPLACE PERKS	STATE		PRIVATE	
	MEAN	S.D	MEAN	S.D
Gym	2.95	0.66	2.24	1.14
Lifts	3.25	1.35	4.03	0.92
Cafeteria	3.28	1.18	3.90	1.09
Committee Halls	4.28	0.75	3.87	1.02
Toilets	3.52	1.26	3.76	1.09
Staff Common Room	2.76	0.60	3.28	1.19
Transport	3.83	1.69	3.41	2.86
Medical	4.77	1.15	4.01	1.00
Break time	4.29	1.48	3.94	1.05

Paid time off	3.28	2.20	3.91	0.95
Maternity leave	3.52	1.19	3.80	1.16
Paternity leave	3.78	0.20	3.70	0.72
Reduced time schedule	4.16	1.71	3.66	0.83
<b>AVERAGE MEAN</b>	<b>3.67</b>	<b>1.26</b>	<b>3.65</b>	<b>1.16</b>
<b>WORKPLACE LAYOUT:</b>				
Temperature	2.85	0.55	3.65	0.82
Lighting	3.73	1.30	3.48	0.88
Ventilation	3.14	1.23	3.44	0.96
Noise Level	3.31	2.14	4.01	1.08
Furniture	2.90	1.73	3.67	1.07
Equipment	3.15	1.84	3.67	1.17
Adequate no. of classrooms	4.04	0.65	3.18	1.21
Sufficient Office Space	3.65	1.23	3.13	1.30
Cleanliness	3.06	1.81	3.99	1.00
<b>Average Mean</b>	<b>3.31</b>	<b>1.46</b>	<b>3.58</b>	<b>1.05</b>
<b>Workplace Creative:</b>				
Colourful Classrooms & Staff rooms	3.70	1.74	3.89	1.07
Relaxing rooms/Game rooms	2.41	2.40	3.85	1.05
Natural Office Decor	4.65	1.34	3.74	1.08
Community Drawing boards	3.56	0.59	2.85	1.36
Collaborations with other departments	4.10	1.69	3.68	0.84
Guest lectures & Conferences	3.71	1.05	3.57	0.88
<b>Average:</b>	<b>3.68</b>	<b>1.47</b>	<b>3.59</b>	<b>1.05</b>
<b>Overall Average Mean:</b>	<b>3.55</b>	<b>1.39</b>	<b>3.61</b>	<b>1.09</b>

Source: Computed Data

The above table reveals the means of Physical Environmental Variables of State-owned and Private Universities

Comparison of mean scores of the above variables reveals that in State University, Maintenance of Committee halls, Availability of Medical facilities, Break Time, Having reduced time schedules, Adequate number of classrooms Natural office decor and collaboration with other departments have scored higher. Maintenance of Gyms, Staff common rooms, adequate furniture and Temperature have scored lower than the other variables mean.

In Private Universities, Maintenance of Lifts, Medical facilities, and Noise levels have scored higher and variables like maintenance of Gyms and Community drawing boards have scored lower.

The overall mean scores of State-owned and Private Universities are 3.55 and 3.61 respectively. This shows that employees of both institutions are “Satisfied” with their

Physical Workplace Environment but employees of Private Universities have slightly higher satisfaction concerning their Physical Workplace Environment.

**INSTITUTION-WISE MEAN VALUES OF CULTURAL ENVIRONMENT**

ORGANISATIONAL STRUCTURE	STATE		PRIVATE	
	MEAN	S.D	MEAN	S.D
Comfort	3.78	1.35	3.55	0.94
Coordination	3.40	1.08	3.43	1.00
Communication & Information Structure	3.69	1.33	4.14	2.68
Division Of Work	3.25	0.61	4.06	0.64
Diversity	3.49	0.82	3.91	0.77
Job Security	3.52	0.83	3.65	0.89
Reputation	4.26	1.16	3.63	0.90
Networking Opportunities	3.74	0.99	3.37	1.03
Challenging Work	3.33	0.95	3.31	1.07
Job Role	3.66	1.27	3.55	0.94
Work Load	3.31	0.98	3.89	0.69
Motivation	3.40	0.95	4.26	2.16
Opportunities To Apply Your Talents	3.58	1.15	3.35	1.05
Job-Related Training	3.56	1.10	3.36	1.01
Discrimination	3.28	0.88	3.28	1.05
Geographic Location	3.47	0.55	3.29	1.05
Flexible Working Hours	4.58	1.37	3.44	0.93
Working From Home	3.47	0.46	2.51	1.26
Longer Annual Leave	3.41	0.44	2.48	1.25
Childcare Facilities	4.28	1.37	4.58	2.37
<b>AVERAGE</b>	<b>3.62</b>	<b>0.98</b>	<b>3.55</b>	<b>1.18</b>
<b>LEADERSHIP APPROACH:</b>				
Supervision	3.34	0.92	2.59	1.25
Decision Making	3.53	1.13	4.46	2.02
Respectful Treatment	4.46	2.02	3.28	0.20
Expectations	3.58	0.02	2.90	0.73
Employees' Participation In Decision Making	3.86	1.49	3.23	0.94
Acceptance Of Your Leaves	3.82	0.27	3.31	1.02
Grievance Handling Procedure	3.28	0.81	3.24	0.98
<b>AVERAGE</b>	<b>3.69</b>	<b>0.95</b>	<b>3.29</b>	<b>1.02</b>
<b>WORK STYLES:</b>				
Autonomy	4.43	0.86	3.62	0.98
Job Stress	3.42	0.58	3.42	1.02
<b>AVERAGE</b>	<b>3.93</b>	<b>0.72</b>	<b>3.52</b>	<b>1.00</b>
<b>PAY &amp; BENEFITS:</b>	<b>2.23</b>	<b>1.30</b>	<b>2.55</b>	<b>1.73</b>
<b>PERFORMANCE:</b>				
Appraisal for good work	4.81	1.34	3.33	0.98
Recognition for your work	3.45	1.05	3.28	0.89
Reward System	3.62	0.21	4.16	0.71
Opportunities to get promoted	3.76	0.07	3.32	0.92
Retention	4.22	1.68	3.31	0.90

<b>AVERAGE</b>	<b>3.99</b>	<b>0.87</b>	<b>3.48</b>	<b>0.88</b>
<b>PEOPLE:</b>				
<b>MANAGEMENT:</b>				
Communication	3.41	1.05	3.19	0.85
Trust	3.77	1.34	3.83	1.03
Respectful Treatment	4.23	1.44	3.77	1.35
Support	3.21	0.78	3.50	0.76
Effectiveness Of Their Work	3.53	1.20	3.42	1.02
<b>COLLEAGUES:</b>				
Availability Of Enough Personnel	3.14	0.79	3.84	0.73
Communication	2.83	0.39	1.98	0.04
Trust	3.13	0.86	3.99	0.85
Respectful Treatment	3.14	0.70	3.69	0.94
Support	3.43	0.49	3.32	0.92
Effectiveness Of Their Work	3.23	0.86	3.31	0.90
<b>SUPPORT STAFF:</b>				
Availability Of Enough Personnel	4.20	0.57	3.17	0.75
Communication	4.33	0.74	2.97	0.65
Trust	4.10	0.52	3.40	0.99
Respectful Treatment	4.90	1.31	3.57	1.17
Support	3.35	0.94	3.28	0.89
Effectiveness Of Their Work	4.39	0.77	3.19	0.85
<b>STUDENTS:</b>				
No. Of Students Attending Your Classes	4.34	1.86	3.04	0.62
Communication	4.09	1.64	3.32	0.89
Trust	4.84	1.29	3.37	0.92
Respectful Treatment	4.37	0.94	3.25	0.81
Support	4.19	1.73	2.68	0.45
Effectiveness Of Their Work	4.79	1.26	2.79	0.63
<b>AVERAGE</b>	<b>3.87</b>	<b>1.02</b>	<b>3.30</b>	<b>0.82</b>
<b>PURPOSE</b>	<b>3.77</b>	<b>1.35</b>	<b>4.28</b>	<b>1.86</b>
<b>OVERALL AVERAGE:</b>	<b>3.59</b>	<b>1.02</b>	<b>3.42</b>	<b>1.21</b>

Source: Computed Data

The above table reveals the means of Cultural Environmental variables of State-owned and Private Universities. A comparison of mean ratings of variables reveals that in State owned University, Reputation, Flexible Working Hours, Respectful treatment, Autonomy, Appraisal, Communication and Effectiveness of Support Staff, Trust and Effectiveness of Students have scored higher. Communication with Colleagues has scored lower than the other variable's mean.

In Private Universities, Information Structure, Motivation, Availability of Child care facilities, Decision Making of Management, Reward systems and their Purpose of working, have scored higher and Communication with Colleagues scored lower.

The overall mean scores of State-owned and Private Universities are 3.59 and 3.42 respectively. This shows that employees of both institutions are "Satisfied" with their

Cultural Workplace Environment but employees of State-owned universities have slightly higher satisfaction concerning Cultural Workplace Environment.

**INSTITUTION-WISE MEAN VALUES OF THE TECHNOLOGICAL ENVIRONMENT**

DEVICES	STATE		PRIVATE	
	MEAN	S.D	MEAN	S.D
Digital Interactive WhiteBoards	3.36	0.18	3.42	1.02
Ultra High Definition Television	3.28	0.07	3.41	1.00
Digital Projectors	3.33	0.52	3.49	0.85
Your Own Dedicated Computer	3.08	0.76	3.62	0.98
<b>AVERAGE</b>	<b>3.26</b>	<b>0.38</b>	<b>3.48</b>	<b>0.96</b>
<b>APPLICATIONS:</b>				
Website	4.15	1.12	3.23	0.94
Social Media	3.26	0.57	3.61	1.02
App	2.75	0.08	3.24	0.98
<b>AVERAGE</b>	<b>3.39</b>	<b>0.59</b>	<b>3.36</b>	<b>0.98</b>
<b>DIGITAL TRANSFORMATION:</b>				
AI Grading	2.92	0.06	3.26	0.98
A Cloud Terminal	2.76	0.07	3.67	0.60
Biometrics	3.29	0.90	3.31	1.02
Video Conferences	3.24	0.83	4.24	0.97
Digital Signage	3.41	0.69	3.41	0.86
<b>AVERAGE</b>	<b>3.12</b>	<b>0.51</b>	<b>3.57</b>	<b>0.89</b>
<b>OVERALL AVERAGE:</b>	<b>3.26</b>	<b>0.49</b>	<b>3.47</b>	<b>0.94</b>

Source: Computed Data

The above table reveals the means of Technological Environmental variables of State-owned and Private Universities. A comparison of mean ratings of variables reveals that in the State-owned University, the Functioning of their Website and implementation of the Digital Signage facility have scored higher. Functioning of their App, implementation of a cloud Terminal and AI Grading have scored lower than the other variable's mean.

In Private Universities, having Interactive digital whiteboards, Television, Digital Projectors, own Computer, functioning of their Social Media Platforms and Cloud terminals have scored higher than the means of other variables.

The overall mean scores of the State-owned and Private Universities are 3.26 and 3.12 respectively. This shows that employees of State-owned universities are “Neither Satisfied nor Dissatisfied” with their Technological Workplace Environment and employees of Private Universities are “Satisfied” with their Technological Workplace Environment.



**OVERALL AVERAGE**

VARIABLE	STATE		PRIVATE	
	MEAN	S.D	MEAN	S.D
PHYSICAL ENVIRONMENT	3.55	1.39	3.61	1.09
CULTURAL ENVIRONMENT	3.59	1.02	3.42	1.21
TECHNOLOGICAL ENVIRONMENT	3.26	0.49	3.47	0.94
<b>OVERALL AVERAGE</b>	<b>3.47</b>	<b>0.96</b>	<b>3.50</b>	<b>1.08</b>

Source: Computed Data

The above table shows the Overall mean scores of Physical, Cultural and Technological Environments of the State-owned and Private Universities, which are 3.47 and 3.50 respectively. This shows that the employees of both institutions are “Satisfied” concerning their overall Workplace Environment but employees belonging to Private Universities have slightly higher satisfaction concerning their work environment when compared to the employees of State-owned universities.

**Hypothesis Testing**

The following hypothesis has been framed to test whether the scores of workplace environment differed significantly between the employees of State-owned and Private Universities.

**H<sub>01</sub>:** There is no significant difference between the satisfaction of employees belonging to State-owned and Private Universities concerning the Physical Workplace Environment.

**T-TEST FOR COMPARISON OF OVERALL MEAN SCORES OF PHYSICAL WORKPLACE ENVIRONMENT**

t	t <sub>0.50</sub>	df	Sig. Value
0.222	1.96	122	0.50

Source: Computed Data

The calculated t-test value, 0.222 is lesser than the table value of 1.960 at a 0.50 level of significance. It is therefore inferred that there is no significant difference between the satisfaction of employees belonging to State-owned and Private Universities concerning Physical Workplace Environment. Hence, the hypothesis is **Accepted**.

**H<sub>02</sub>:** There is no significant difference between the satisfaction of employees of State-owned and Private Universities concerning Cultural Workplace Environment.

**T-TEST FOR COMPARISON OF OVERALL MEAN SCORES OF CULTURAL WORKPLACE ENVIRONMENT**

t	t <sub>0.50</sub>	df	Sig. Value
0.845	1.96	122	0.50

Source: Computed Data

The calculated t-test value, 0.845 is lesser than the table value of 1.960 at a 0.50 level of

significance. It is therefore inferred that there is no significant difference between the satisfaction of employees belonging to State-owned and Private Universities concerning Cultural Workplace environments. Hence, the hypothesis is **Accepted**.

**H<sub>03</sub>**: There is no significant difference between the satisfaction of employees of State-owned and Private Universities concerning Technological Workplace Environment.

**T-TEST FOR COMPARISON OF OVERALL MEAN SCORES OF  
TECHNOLOGICAL WORKPLACE ENVIRONMENT**

t	t <sub>0.50</sub>	df	Sig. Value
1.556	1.96	122	0.50

Source: Computed Data

The calculated t-test value of 1.556 is lesser than the table value of 1.960 at a 0.50 level of significance. It is therefore inferred that there is no significant difference between the satisfaction of employees belonging to State-owned and Private Universities concerning Technological Workplace environments. Hence, the hypothesis is **Accepted**.

**Findings**

**State-Owned University**

- The mean values of the Physical workplace environment variables in State Owned University reveal that Maintenance of Committee halls, Availability of Medical facilities, Break Time, Having reduced time schedules, Adequate no. of classrooms, Natural office decor and collaborations with other departments, have scored higher, which implies that the respondents are more satisfied with these variables, and are dissatisfied with the maintenance of Relaxing rooms, Furniture and Temperature as they scored the lower mean.
- The mean values of the Cultural workplace environment variables reveal that Reputation, Flexible Working Hours, Respectful treatment, Autonomy, Appraisal, Communication and Effectiveness of Support Staff, Trust and Effectiveness of Students, have scored higher, which implies that the respondents are more satisfied with these variables and are dissatisfied with the Communication with Colleagues as it has scored lower than the other variables mean.
- The mean values of the Technological workplace environment variables reveal that the Functioning of their Website and implementation of the Digital Signage facility have scored higher, which implies that the respondents are more satisfied with these variables and the respondents are dissatisfied with the implementation of the Cloud Terminal and AI Grading system.

### **Private University:**

- The mean values of the Physical workplace environment variables in Private Universities reveal that Maintenance of Lifts, having Medical facilities, have scored higher, which implies that the respondents are more satisfied with these variables, and are dissatisfied with the Gyms and maintenance of Community drawing boards as it scored the lower mean.
- The mean values of the Cultural workplace environment variables reveal that Information Structure, Motivation, Availability of Child care facilities, Decision Making of Management, Reward System and their Purpose of working, have scored higher, and the respondents are dissatisfied with the Pay & Benefits and Communication with colleagues as these variables scored lower mean.
- The mean values of the Technological workplace environment variables reveal that having Interactive digital whiteboards, Television, Digital Projectors, own Computer, functioning of their Social Media Platforms and Cloud terminals have scored higher, and the respondents are more satisfied with the above-mentioned variables.

### **Hypothesis Analysis:**

From the hypothesis analysis, we can infer that there exists no significant difference between the satisfaction of employees belonging to State-owned and Private Universities concerning the Physical, Cultural and Technological Workplace Environment.

### **Suggestions**

In light of the key findings of the study the following suggestions are made:

#### **State-Owned University:**

- The management should consider the need to provide Relaxing rooms for Men and Women separately, where they can relax, eat lunch or take a nap or can unwind a bit, Valley elementary school in Phoenix, Arizona, created “Quiet Rooms” called “Zen Den” to balance the burnout of teachers at schools, and the teachers are very much satisfied with it.
- The management should invest more in the provision of furniture, as the number of chairs, tables, and fans is not adequate.
- The management should focus more on its digital transformation and need to provide more awareness and train employees on new software.

### Private University

- The management should consider the need to adjust the Pay of its employees, as recently done at Maharaja Sayajirao University, Vadodara. The university had initiated a committee and the committee has recommended increasing cadre-wise fixed monthly consolidated salaries to its employees. This way, the satisfaction of employees can be increased and also leads to the retention of talented employees.
- Due attention should be given to the maintenance of community drawing boards, with a proper protocol and can also consider the provision of an in-house Gym facility for the staff, as these perks can increase employees' job satisfaction.
- To increase relations among the employees, there should be an avenue for the teachers, support staff and administrators to talk to each other and discuss their issues to develop a viable solution.

### Conclusion

Eventually, this study proved the words of Robert Hoppock that Job satisfaction is also related to the place of work or work situation and also established that job satisfaction of employees is affected by all the three workplace environment elements i.e. Physical, Cultural and Technological Environments. Generally, it's believed that employees at the workplace in Private Organisations are generally less satisfied with their jobs than those who work in Government owned Organisations. This study proved that there is no difference in the satisfaction of employees belonging to State-owned and Private Universities, in Tirupati City and both are equally satisfied concerning their respective Workplace Environments. For further studies, researchers can add data related to employees belonging to the Centre owned Universities and compare the satisfaction of employees belonging to Centre owned, State-owned and Private Universities, and also there is a possibility of doing an in-depth study on a particular workplace environment for instance a study focusing only on Technological workplace environment to gain more understanding on its effects on Job Satisfaction.

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