

Employees' Work Environment and Job Satisfaction: Basis for Policy Recommendation

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Abstract:

This study determined the influence of the employee's work environment on job satisfaction and used this as basis in crafting policy recommendation, Governor Mariano E. Villafrute Community College-Siruma for School Year 2023-2024. Specifically, it determined the following: (1) the quality of work environment along: Leadership and management style, Workplace stressor, Employee-administration relationship, Compensation and benefits, and Training and development opportunities; (2) the level of job satisfaction of the employees in terms of: Promotion and opportunities, Opportunities for Personal Growth, Work itself, and Wage rate; (3) the significant relationship between the quality of the work environment and job satisfaction among the employees (4) the extent the quality of work environment influence the level of job satisfaction of the employees; (5) the policy recommendation to be crafted to enhance the work environment and employee's job satisfaction. The result of this study has the potential to offer advantages to a wide range of individuals and parties involved in the community especially the employees, School Administrators, GMVCC Board of Directors, Human Resource Practitioners, Government Officials, Policy Makers, Civil Service Commission, and Other Researchers. A survey questionnaire was administered, and the data collected were analyzed using descriptive and correlational statistics.

Keywords: Work Environment, Job Satisfaction, Policy Recommendation

1. Introduction

The interplay between an employee's work environment and job satisfaction is a complex and multifaceted issue, influenced by factors operating at global, local, and contextual levels. Globally, trends like increasing automation, globalization of labor markets, and evolving cultural norms shape the very nature of work, impacting employee expectations and well-being. These broad shifts can lead to concerns about job security, work-life balance, and the alignment of company values with societal trends. Addressing these overarching concerns requires a systemic understanding of how international policies, technological advancements, and cultural differences affect employees worldwide.

At the local level, within a specific organization or geographical region, issues surrounding physical workspace, management styles, and team dynamics come into play. These micro-environments directly impact an employee's daily experience. Problems can include inadequate resources, poor communication, conflicts with colleagues, or a lack of opportunities for growth and development. This sphere emphasizes the practical, day-to-day factors that influence an employee's sense of belonging, motivation, and overall satisfaction with their role.

The work environment and job satisfaction of teaching and non-teaching personnel in educational institutions are impacted by various issues and problems, including inadequate resources and facilities, heavy workload, limited opportunities for professional growth and development, and poor compensation and benefits. Additionally, factors such as lack of autonomy, poor communication and support from administrators, and high levels of stress and burnout also contribute to decreased job satisfaction. Furthermore, non-teaching personnel often face challenges such as unclear job expectations, limited recognition and appreciation, and limited opportunities for career advancement, while teaching personnel may experience difficulties related to classroom management, student behavior, and curriculum demands.

According to Lamb and Kwok (2016) environmental stressors act indirectly on work performance by reducing state variables, motivation, tiredness, and distractibility, which support high-functioning work performance. Exposure to environmental stress appears to erode individuals' resilience, or ability to cope with additional task demands. These results indicate that environmental stress reduces not only the cognitive capacity for work, but the rate of work (i.e. by reducing motivation). Increasing the number of individual stress factors is associated with a near linear reduction in work performance indicating that environmental stress factors are additive, not multiplicative. Environmental stressors reduce occupant wellbeing (mood, headaches, and feeling 'off') causing indirect reductions in work performance. Improving IEQ will likely produce small but pervasive increases in productivity. Moreover, Hassan and Hatmaker (2015) studied public management and assessed whether managerial leadership has any influence on job performance of public employees. They found out that when the quality of leadership is high, employees receive higher performance ratings, and this association is moderated by difference in gender between an employee and manager and the duration of time an employee has worked for a particular manager. Additionally, the research of Pawirosumarto, et al. (2017) determined the effect of the work environment, leadership style and organizational culture on job satisfaction and its implication toward the performance of the employees. The results show that work environment, leadership style and organizational culture have a positive and significant impact on job satisfaction, but only the leadership style has a positive and significant effect on the employee performance. Job satisfaction did not give a significant and positive effect on employee performance and it is not a mediating variable.

Providing regional perspectives, studies conducted in the Philippines by Villacorte (2022), and Credo and Naparota (2022) offer insights into the level of satisfaction among employees in small and medium-sized enterprises and the government sector, respectively. The findings reveal varying levels of satisfaction with the working environment, personal growth, and job content, emphasizing the need for addressing specific challenges faced by employees in SMEs.

Moreover, Muhammad's (2022) study on the impact of the working environment on the job satisfaction of employees in private schools located in Peshawar City was explored. The findings revealed that the working environment influences the job satisfaction level, emphasizing the importance of a conducive atmosphere in educational institutions. Additionally, the study of Sailatha's (2022) on the impact of work-life balance towards job satisfaction and employee retention, involving 125 millennial employees in the educational sector, revealed that work-life balance impacts the job satisfaction of employees in the teaching sector. Additionally, the research of Vohra, Ozyesil and Esin (2022) on the impact of the working environment on job satisfaction of individuals, involving a sample of 210 staff members, demonstrates a significant and positive correlation between the working environment and job happiness. The authors suggest that encouraging employees to work together is essential for achieving organizational goals.

The association of two variables used in this study, i.e., work environment and job satisfaction were found to be highly directed. It was found out that work environment impacted about 55% of the variance in job satisfaction (Wargo-Sugleris, Robbins, et al., 2017). There is a significant influence of the working environment on job satisfaction (Taheri, et al., 2020). Moreover, work environment as well as job satisfaction show a positive and noteworthy effect on employee performance partially and simultaneously (Badrianto & Ekhsan, 2020). Additionally, the work environment positively affects job satisfaction and employee's performance, along with the job satisfaction having a positive involvement on the employee's performance (Ramli, 2019). Moreover, favorable work environment is positively correlated with job satisfaction (Albasharyeh, et al., 2019) along with other factors such as leadership style and organizational culture (Sumarto, et al., 2017). However, other factors such as workload may not be much significant in predicting job satisfaction (Anasi, 2020). The intricate interaction between the work environment and job satisfaction reveals a complex network of essential components for employee well-being and organizational success.

Ensuring the effective performance of employees is of paramount importance for any organization, and this holds particularly true for Governor Mariano E. Villafrute Community College – Siruma. To achieve this educational goal, the institution requires a dedicated workforce characterized by qualities such as hard work, sincerity, and compassion. Unfortunately, several issues have been identified within GMVCC-Siruma, including leniency in policy adherence, a distant relationship with management, low compensation, lack of benefits, frequent personnel turnover, and a lack of enhancement programs for both teaching and non-teaching personnel. In view of that, issues or situations that adversely affect the performance of the organization needs immediate attention and solution.

2. Conceptual Framework

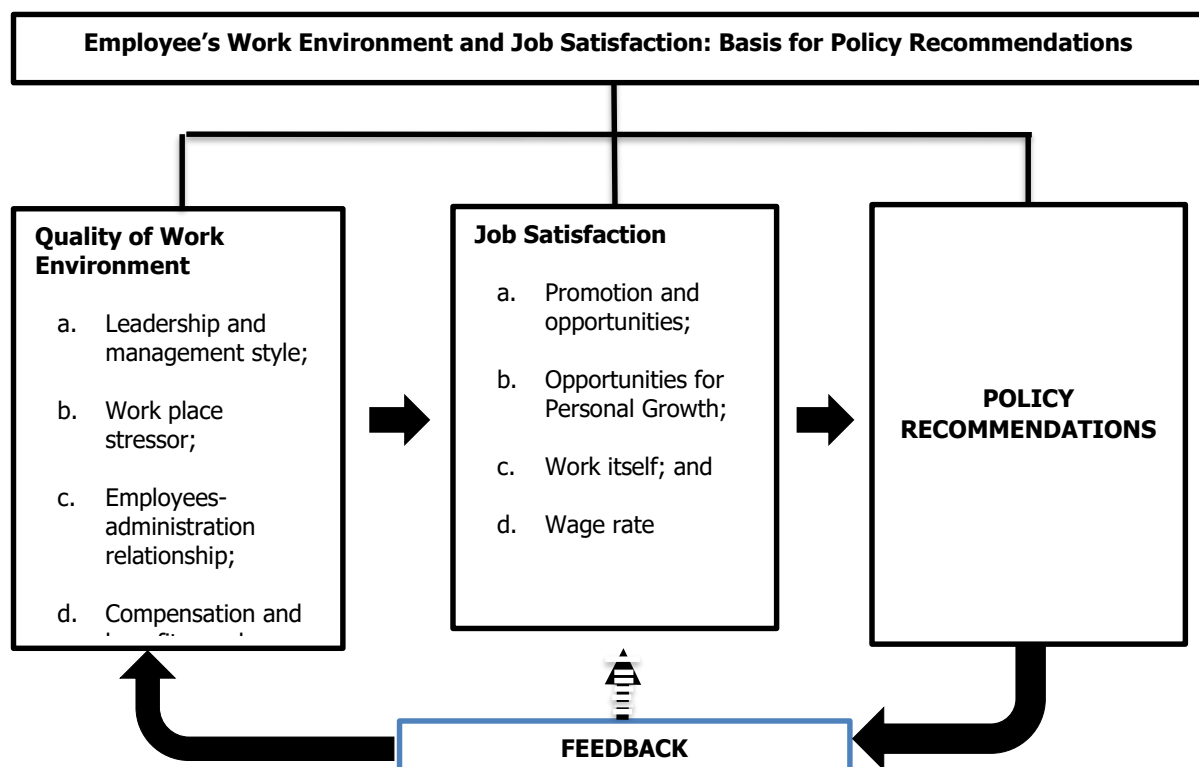


Figure 1

The conceptual paradigm in Figure 1 is designed to analyze the relationship between work environment quality and employee job satisfaction at Governor Mariano E. Villafuerte Community College-Siruma. The study employed a survey questionnaire to be distributed to all employees. Collected data undergone statistical analysis for quantitative aspects and thematic analysis for qualitative insights.

Conceptual Paradigm

The figure illustrates the relationship between work environment and job satisfaction.

The analysis was structured around the research objectives, ensuring a systematic exploration of each aspect. It examined the work environment through leadership and management style, workplace stressors, employee-administration relationships, compensation and benefits, and training and development opportunities. These elements collectively shaped employees' perceptions of their work setting, affecting their experience and satisfaction levels.

This framework not only outlined the relationship between work environment quality and job satisfaction but also emphasized adaptive management practices. By grounding the study in established theories and clarifying variable interactions, the framework offered a systematic approach to understanding how the management can use employee feedback to create a more supportive work environment. This model ultimately aimed to support the development of policies and practices that enhance job satisfaction and drive organizational success, creating a workplace that thrives on mutual respect, growth, and collaboration.

3. Methodology

This section discussed the methodology and procedures involved in the conduct of this study. Specifically, it entailed the research design, research subjects, research instrument as well as the statistical treatment of data.

Method Used

This study employed the descriptive- correlational research design to address the issues raised within its scope.

Statistical Tools

The data inputted into the Statistical Package for the Social Sciences (SPSS). The following descriptive tools were used in the analysis of the data:

Weighted Mean.

This tool was used to determine the quality of work environment in GMVCC- Siruma and the level of job satisfaction of the personnel.

Pearson Product Moment Correlation Coefficient (r).

This tool was used to determine the relationship between the quality of the work environment and job satisfaction among the personnel in GMVCC-Siruma.

Coefficient of Determination (r^2).

This was applied to find the extent of influence of work environment on job satisfaction.

4. Results and Discussions

The work environment conditions will affect overall workplace performance and employee well-being. Table 2a to 2e shows the result of the quality of the work environment. The study revealed that the work environment is generally considered "good," but there's notable variance across different aspects. The high rating for employee-administration relationships suggests a positive dynamic in this area. However, the lower score for compensation and benefits as one of the components of work environment signals a potential area among employees. This discrepancy highlights that while some areas of the work environment are strong, others require improvement. Furthermore, the difference in perception between teaching and non-teaching personnel, though small, suggests there might be subtle differences in how these groups experience the workplace.

The implications of these findings point to the need for a more nuanced approach to improving workplace effectiveness. While the overall environment is deemed positive, efforts should be focused on addressing the specific concerns around compensation and benefits. This might involve reviewing current packages, benchmarking against industry standards, or seeking employee feedback on their needs and expectations. Additionally, the slight divergence in perceptions between employee groups suggests that tailoring improvements to specific groups or roles may be beneficial, fostering a more inclusive and satisfying work environment for all.

Anggi (2015) support findings of this study that the work environment can affect employees. If the employees like the work environment in which he/she works, then the employee will feel comfortable at work, doing his activities so that working time is used effectively. Productivity will be high and automatically employee performance is also high. Moreover, Dharmiarto, et al. (2021) said a positive attitude toward work is impacted by both personal and workplace qualities, which leads to job satisfaction. This supports the study of Duru & Shimawua (2017) that a good work environment has the following characteristics: transparent and open communication between employees and the management exist; good balance between work and personal life; focused training and development; recognition for hard work.

With the job satisfaction including various components and how the identified factors affect each other and determines how well an organization will create a satisfied workforce. Table 3a to 3d shows result of the level of job satisfaction. The study revealed a notable difference in satisfaction levels across various job aspects. Employees expressed the strongest satisfaction regarding opportunities for personal development, suggesting a positive work environment that encourages learning and skill enhancement. In contrast, the perceived adequacy of compensation received the lowest rating, indicating potential concerns about the fairness or competitiveness of the wage structure. The overall satisfaction level, moderate for both groups, underscores the importance of addressing the wage-related concerns while continuing to nurture the aspects that foster personal growth.

This implies that organizations should prioritize competitive compensation strategies to improve employee morale and retention. Furthermore, while the focus on growth opportunities is a strength, it must be accompanied by fair and transparent compensation practices to avoid dissatisfaction. Additionally, the differential satisfaction between teaching and non-teaching personnel warrants further investigation.

Organizations can improve overall job satisfaction by understanding the reasons for these differences and implementing targeted strategies to address them, like mentorship programs.

Additionally, the study of Dharmiarto, et al. (2021) stated that a positive attitude toward work is impacted by both personal and workplace qualities, which leads to job satisfaction. Moreover, Bell (2016) and Panes, Gempes, and Genuba (2017) have introduced the dynamic character of work satisfaction, which highlights the importance of synchronizing individual demands with organizational expectations in order to create a happy work environment.

The findings indicate that it has a significant relationship between the overall quality of the work environment and the level of job satisfaction among employees. As shown in Table 4. This result suggests that factors such as leadership and management style, workplace stressors, employee-administration relationships, compensation and benefits, and training and development opportunities are all strongly correlated with job satisfaction. These findings highlight the importance of improving workplace conditions and policies across these key areas to enhance overall employee satisfaction.

As shown in table 5 the influence of the work environment on employee job satisfaction reveals a moderate correlation, suggesting that while there is a noticeable relationship between these two factors, it is not overwhelmingly strong. The correlation coefficient indicates a positive association, meaning that as aspects of the work environment improve, job satisfaction tends to also increase. However, the fact that a little over half of the variance in job satisfaction can be explained by the work environment implies that numerous other variables also play significant roles in determining employee satisfaction.

Based on the results of the assessment of the influence of the various component aspects of work environment and of job satisfaction of employees at GMVCC-Siruma, this study proposed policy recommendation focused on improving the work environment and job satisfaction. This policy recommendation for the GMVCC-Siruma helped to enhance the work environment and to obtain a higher level of job satisfaction from its employees.

List of Tables

Table 2a. Quality of Work Environment along Leadership and Management Style

Indicators	TP	NTP	AWM	Int	Rank
The organization involves the team in decision-making when appropriate.	3.13	3.00	3.07	G	1
The organization receive recognition/rewards when they achieve a good performance in their job.	3.25	2.56	2.91	G	2
The organization provides them with constructive feedback.	3.13	2.67	2.90	G	3
The organization attentively considers the concerns and viewpoints of everyone	2.38	2.89	2.64	G	4
The organization allows them the freedom to do their job as they feel best.	2.50	2.56	2.53	F	5
AWM	2.88	2.74	2.81	G	
Interpretation	G	G			

Rank	1	2			
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Legend:

TP – Teaching Personnel

NTP- Non-Teaching Personnel

5 (4.21-5.00)

Excellent (E)

4 (3.41-4.20)

Very Good (VG)

3 (2.61-3.40)

Good (G)

2 (1.81-2.60)

Fair (F)

1 (1.00-1.80)

Poor (P)

Table 2b. Quality of Work Environment along Workplace Stressor

Indicators	TP	NTP	AWM	Int	Rank
There is apparent and open communication in their working environment.	3.81	2.56	3.19	G	1
All the necessary tools and resources required to perform their job effectively are available.	3.38	2.89	3.14	G	2
They satisfied with the human resource job design, job analysis (job description and specifications)	2.63	3.00	2.82	G	3
The job provides them with the right amount of challenge and manageable workload.	2.56	2.89	2.73	G	4
There is a better work environment (spacious office, enough lighting etc.) that makes them perform better at their job.	2.25	2.33	2.29	G	5
AWM	2.93	2.73	2.83	G	
Interpretation	G	G			
Rank	1	2			

Table 2c. Quality of Work Environment along Employees-Administration Relationship

Indicators	TP	NTP	AWM	Int	Rank
They know how their work contributes to the achievement of the organization's goals.	3.94	3.22	3.58	VG	1
Their ideas are respected by others in their work unit.	3.50	3.56	3.53	VG	2
They have positive working relationships with their co-workers and there is support from colleagues and supervisors	3.38	2.89	3.14	G	3
They have confidence in the senior leadership of the organization.	3.19	2.67	2.93	G	4
The organization has healthy atmosphere (e.g., trust, mutual respect) exist in work units.	2.31	2.67	2.49	P	5
AWM	3.26	3.00	3.13	G	
Interpretation	G	G			
Rank	1	2			

Table 2d. Quality of Work Environment along Compensation and Benefits

Indicators	TP	NTP	AWM	Int	Rank
Employee benefits such as health insurance, transportation allowance, paid holidays and the likes are available in the organization.	2.88	2.44	2.66	G	1
At present, they would prefer to remain with the organization even if a comparable job was available in another.	2.63	2.56	2.59	F	2
The salary is competitive with similar jobs in the region.	2.38	2.56	2.47	F	3
The benefit package they have is equitable	1.88	2.44	2.16	F	4
The benefits meet their (and their family's) needs well.	1.50	2.33	1.92	F	5
AWM	2.25	2.47	2.36	F	
Interpretation	F	F			
Rank	2	1			

Table 2e. Quality of Work Environment along Training and Development Opportunities

Indicators	TP	NTP	AWM	Int	Rank
They received proper training that meets their job needs.	3.06	3.00	3.03	G	1
Training and development are encouraged and rewarded in the organization.	2.88	2.89	2.89	G	2
Opportunities are provided for learning new skills.	2.88	2.78	2.83	G	3
They can generally use what they learned on the job training in their job.	2.75	2.56	2.66	G	4
Overall, they have received ample job training in their position.	2.31	2.67	2.49	F	5
AWM	2.78	2.78	2.78	G	
Interpretation	G	G			
Rank	1.5	1.5			

Table 3a. Level of Job Satisfaction in terms of Promotion and Opportunities

Indicators	TP	NTP	AWM	Int	Rank
The organization provides them opportunities for personal and professional advancement	2.57	3.22	2.90	MS	1
Employees who excel in their roles have a good likelihood of being promoted.	2.63	3.11	2.87	MS	2
There exists significant potential for advancement in their position.	2.81	2.89	2.85	MS	3
There is more development program offered by the institution	2.50	3.00	2.75	MS	4
They satisfied with their chances of promotion.	2.63	2.67	2.65	MS	5
AWM	2.63	2.98	2.80	MS	
Interpretation	MS	MS			

Rank	2	1			
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Legend:

TP – Teaching Personnel

NTP- Non-Teaching Personnel

5 (4.21-5.00)

Very Highly Satisfied (VHS)

4 (3.41-4.20)

Highly Satisfied (HS)

3 (2.61-3.40)

Moderately Satisfied (MS)

2 (1.81-2.60)

Fairly Satisfied (FS)

1 (1.00-1.80)

Poorly Satisfied (PS)

Table 3b. Level of Job Satisfaction in terms of Opportunities for Personal Growth

Indicators	TP	NTP	AWM	Int	Rank
Provides learning/training opportunities to meet the changing needs of the workplace.	3.69	3.56	3.63	HS	1
They view the education on the job as a continuous, lifelong endeavor.	3.60	3.44	3.52	HS	2
They actively carry out the plans they make for their work.	3.50	3.33	3.42	HS	3
They still put efforts when the things get difficult toward works that matter to them.	3.38	3.22	3.30	MS	4
They can persevere through work challenges.	3.06	3.22	3.14	MS	5
AWM	3.45	3.32	3.44	HS	
Interpretation	HS	MS			
Rank	1	2			

Table 3c. Level of Job Satisfaction in terms of Work Itself

Indicators	TP	NTP	AWM	Int	Rank
Employees receive incentives for their efforts.	3.63	3.67	3.65	HS	1
When they perform well, they acknowledged and appreciated for their efforts.	3.38	3.67	3.53	HS	2
They are proactive in seeking ways to improve their performance.	2.94	3.00	2.97	MS	3
They like doing the things they do at work.	2.81	2.89	2.85	MS	4
The contributions to the organization are recognized and valued.	2.50	2.56	2.53	FS	5
AWM	3.05	3.16	3.11	MS	
Interpretation	MS	MS			
Rank	2	1			

Table 3d. Level of Job Satisfaction in terms of Wage Rate

Indicators	TP	NTP	AWM	Int	Rank
The salary is as competitive as most other organization offer.	2.88	2.78	2.83	MS	1
They believe they are paid a fair amount for the work they do.	2.69	2.67	2.68	MS	2
They feel satisfied with their chances for salary increases.	2.69	2.56	2.63	MS	3
They receive adequate incentive for every extra effort they put in their work.	2.69	2.44	2.57	FS	4
They are satisfied with the salary they received.	1.88	2.44	2.16	FS	5
AWM	2.57	2.58	2.57	FS	
Interpretation	FS	FS			
Rank	2	1			

Table 4. Significant Relationship between the Quality of Work Environment and Job Satisfaction among the Employees

Work Environment	Job Satisfaction	r-value	p-value	Int
Leadership and management style	Promotion and opportunities	0.36	.08	NS
	Opportunities for Personal Growth	0.30	.14	NS
	Work itself	0.49	.01	S
	Wage rate	0.48	.01	S
Workplace stressor	Promotion and opportunities	0.45	.02	S
	Opportunities for Personal Growth	0.42	.03	S
	Work itself	0.49	.01	S
	Wage rate	0.50	.01	S
Employee-administration relationship	Promotion and opportunities	0.39	.05	NS
	Opportunities for Personal Growth	0.40	.04	S
	Work itself	0.39	.05	NS
	Wage rate	0.51	.01	S
Compensation and benefits	Promotion and opportunities	0.72	.00	S
	Opportunities for Personal Growth	0.50	.01	S
	Work itself	0.59	.00	S

	Wage rate	0.74	.00	S
Training and development opportunities	Promotion and opportunities	0.63	.00	S
	Opportunities for Personal Growth	0.65	.00	S
	Work itself	0.69	.00	S
	Wage rate	0.41	.04	S
OWM of Work Environment	OWM of Job Satisfaction	0.73	.00	S

Table 5. Extent influence of the quality of work environment and the level of job satisfaction of the employees

Work Environment	Job Satisfaction	r	r ² (%)	Int
Leadership and management style	Promotion and opportunities	0.360	12.96	VW
	Opportunities for Personal Growth	0.303	9.18	VW
	Work itself	0.491	24.11	W
	Wage rate	0.486	23.62	W
Workplace stressor	Promotion and opportunities	0.458	20.98	W
	Opportunities for Personal Growth	0.421	17.72	VW
	Work itself	0.499	24.90	W
	Wage rate	0.502	25.20	W
Employees-administration relationship	Promotion and opportunities	0.394	15.52	VW
	Opportunities for Personal Growth	0.405	16.40	VW
	Work itself	0.394	15.52	VW
	Wage rate	0.512	26.21	W
Compensation and benefits	Promotion and opportunities	0.716	51.27	M
	Opportunities for Personal Growth	0.504	25.40	W
	Work itself	0.590	34.81	W
	Wage rate	0.742	55.06	M
	Promotion and opportunities	0.634	40.20	M

Training and development opportunities	Opportunities for Personal Growth	0.651	42.38	M
	Work itself	0.694	48.16	M
	Wage rate	0.413	17.06	VW
OWM of Work Environment	OWM of Job Satisfaction	0.733	53.73	M

Legend for r^2 (%)

80-100	Very Strong (VS)
60-79	Strong (S)
40-59	Moderate (M)
20-39	Weak (W)
Below 20	Negligible to Very Weak (VW)

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