

Article

# Determinants of work environment and job satisfaction among public sector workers in a developing economy

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**Abstract:** The debate on the effect of work environment on job satisfaction is very inconclusive. Most of the existing literature has focused on either the developed economy or job satisfaction and other variables other than the determinants of the work environment. To fill the contextual and conceptual gap this study examined the effect of determinants of work environment on job satisfaction among public sector workers in a developing economy. The study used the quantitative method and positivist philosophical viewpoint but specifically, the explanatory design was used to guide the study. A structured questionnaire was used for data collection and data analysis was done by partial least square structural equation modelling. The study found that the physical, psychological and administrative work environments had a significant relationship with job satisfaction among public workers in a developing economy. It was recommended that the management of public sector organisations should improve upon the psychological, physical and administrative work environment to ensure job satisfaction among their workers.

**Keywords:** administrative work environment; developing economy; job satisfaction; physical work environment; Psychological work environment; public sector workers

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## 1. Introduction

The working environment consists of two broader determinants such as work and context. The work component consists of different characteristics of the job involving training and development, control of one's own job-related activities, a sense of achievement from work, and the intrinsic value of a task (Suriad et al., 2023). The context perspective of work which is the focus of this study comprises the physical, psychological, and administrative environment that either directly or indirectly influence how and quantum of work is done (Sriadmitum, 2023). Work environment relating to the context could also be seen from the conduciveness and the aesthetics experiences and feelings developed by workers towards executing their work-related tasks (Nursanti & Marpaung, 2024 ; Edward et al., 2024, Hidayat, 2023). This suggests that employee's likeness for their job could be influenced by their work environment. The work environment has been identified to be very important for employees' job satisfaction, well-being, productivity, and work-life balance (Yusnita, Melyiatama, & Irawan, 2023). It has also been found that the work environment is also relevant to employers because it serves as a conduit to achieve employee retention, enforcement of organisational culture, organisational performance, employer branding, and innovation (Baidoo, Ansah & Essien-Baidoo (2023). Thus, the work environment is important to both the employer and employees (Nursanti & Marpaung, 2024; Edward et al., 2024).

Job satisfaction which relates to the degree to which employees like their jobs was found in recent times to be impacted by work environment because the two correlate well

(Purnama, & Josephine, 2024; Soelistya, & Santoso, 2024; Suriad et al 2023; Yusnita, Melyiatama, & Irawan, 2023; Hidayat, 2023; Adnyana, & Veronica, 2023; Manap, 2023). Howbeit, work environment as a composite job context variable or factor has been argued by Herzberge's two-factor theory to have no role to play in terms of job satisfaction (Riant & Krisnandi, 2023; Sriadmitum, 2023; Hergberge, 1964). This means that the debate on the importance and the relationship between work environment and job satisfaction is still inconclusive even in recent times. It is not clear if contextual differences and conceptualisation of the work environment could be responsible for the inconsistent findings. Most of the studies on work environment and job satisfaction have been carried out in developed economies and outside Ghana (Suriad et al 2023; Yusnita, Melyiatama, & Irawan, 2023; Hidayat, 2023; Adnyana, & Veronica, 2023; Manap, 2023; Riant & Krisnandi, 2023; Sriadmitum, 2023; Hergberge, 1964).

Existing studies from a developing economy perspective (Hasanudin et al., 2024 ; Ansong, & Darko-Adjei, 2022; Ampomah, & Oti-Agyen, 2023; Hammond et al, 2023; Datuah, Abasimi, & Aninanya, 2023; Sabeng, & Mensah, 2023; Acquah et al., 2023; Aikins et al., 2023 and Akuffo et al., 2021) have focused on job satisfaction and different variables other than the work environment. The study by Baidoo, Ansah, and Essien-Baidoo (2023) though on work environment and job satisfaction from a developing economy, also focused on only the psychological perspective of work environment and job satisfaction. Meanwhile the investigation of the impact of administrative work, physical work environment, and psychological work environment on job satisfaction in developing economies is critically important for a variety of reasons. First of them is for enhancing employee well-being and productivity. Working conditions and work environments are frequently less regulated and may be suboptimal in developing economies, which can have a negative impact on employee morale and job satisfaction (Choi, & Park, 2024 ; Diaz-Serrano & Cabral, 2024 ; Guo et al., 2024 ; Segbenya et al., 2022). It is possible for organizations in developing economies to implement targeted interventions to improve the work environment and enhance employee job satisfaction by comprehending the impact of these factors. This can result in increased productivity and organizational performance (Nursanti & Marpaung, 2024; Edward et al., 2024).

Moreover, developing economies frequently encounter difficulties in attracting and retaining qualified talent, as employees may pursue superior working conditions and job satisfaction in other regions or industries. In order to recruit and retain top talent, organizations in developing economies can create more competitive and appealing work environments by identifying the key factors that influence job satisfaction (Segbenya, 2019). In addition. In a globalized economy, organizations in developing economies need to be competitive to flourish. Enhancing job satisfaction through enhanced work environments can contribute to organizational competitiveness by fostering employee engagement, commitment, and performance. Finally, the United Nations Sustainable Development Goals (SDGS) emphasize the significance of decent work and economic growth (SDG 8) (Segbenya et al., 2022). Understanding the factors that influence job satisfaction in developing economies can support the achievement of this objective by promoting better working conditions and employee well-being. The insights obtained from studying the effects of work environments on job satisfaction can inform policymakers and regulatory bodies in developing economies to develop and implement appropriate policies and regulations to improve working conditions and promote employee well-being (Purnama, & Josephine, 2024; Soelistya, & Santoso, 2024). Thus, there is a dearth of research on the effect of all the determinants of the work environment (physical, psychological, and administrative)

on employee job satisfaction in the public sector from a developing economy perspective creating contextual and conceptual gaps. To fill the contextual and conceptual gap in the literature, this study examined the effect of determinants of work environment on job satisfaction among public workers from a developing economy perspective. The outcome of this study also validates or otherwise the position of the Herzberg two-factor theory that job context factors do not lead to job satisfaction. The study was guided by the following research objectives :

Examine the relationship between determinants of work environment (Administrative, Psychological, and Physical work environment) and employee job satisfaction in a developing economy.

1. Examine the relationship between psychological work environment and administrative work environment among public sector workers in a developing economy.
2. Assess how psychological work environment relates to physical work environment among public sector workers in a developing economy.

## **2. Literature review**

### **2.1. Theoretical review**

The relationship between work environment and job satisfaction was explained by Herzberg's two-factor theory, which consists of hygiene factors and motivators. According to the theory, the existence of hygienic or maintenance aspects in the work environment helps employees to like their work ("no dissatisfaction."), but if they are lacking, it may result in dissatisfaction (Segbenya, Oppong & Nyieku, 2022). According to Enu-Kwesi et al. (2014), the elements in the job context/hygiene factors were pay and security, corporate policy, supervision, interpersonal relationships, and peer relationships. Conversely, the job content is linked to growth and "motivators" (Segbenya & Hatsu, 2022). These included prospects for promotion, growth, responsibility, achievement, recognition, and exciting work. The theory is still applicable to this investigation since the factors taken into account in this study are explained by the perspective on hygiene issues. In today's interconnected world, job applicants anticipate working for an organization that offers a suitable workspace that is secure, well-ventilated, and free from environmental risks, ultimately contributing to job satisfaction. Scholars specializing in organizational behaviour and management have essentially maintained that the conceptual framework of the phenomenon of satisfaction is intricate, elusive, and systematic (Malik, 2011). The Herzberg two-factor theory explains the work environment of public sectors from the hygiene of job context perspectives. Thus, in order to determine if the employment context factors influence job satisfaction among public sector workers in developing economies, this study used the Herzberg two-factor theory.

### **2.2. Conceptual review and hypotheses development**

#### **2.2.1. Job satisfaction**

Job satisfaction is one of the biggest issues facing many managers nowadays when it comes to managing staff (Nursanti & Marpaung, 2024; Segbenya, 2012). If the goal is to keep the right people working for the company, job satisfaction becomes crucial. Individual achievement, whether quantitative or qualitative in form, may be linked to job happiness. A portion of the determinants or characteristics of job satisfaction may be linked to

social or individual components, such as interactions or education (Edward et al., 2024). Various authors have defined the term "job satisfaction" to mean the emotional state associated with a favourable or negative evaluation of one's work experiences or the sentiments or mindset of employees towards the aspects of their jobs (Nguyen & Pham, 2024; Lee, & Yoo, 2024; Kang, & Sung, 2024; Jang, & Kim, 2024). According to a study by Enu-Kwesi et al (2014), the American Society of Human Resource Management (SHRM) conducted a survey and found that the top five factors in achieving job satisfaction were feeling safe in the workplace, flexibility to balance personal and professional obligations, job security, benefits, and compensation/pay. This study is based on the position of the Herzberg two-factor theory that the job context factors such as the work environment do not lead to job satisfaction tested hypotheses on the determinants of work environment and job satisfaction among public workers.

### **2.2.2. Work environment and job satisfaction**

Work and context are two perspectives generally defined as work environment. Work encompasses all of the various aspects of a job, such as how it is carried out and finished, the tasks involved, training connected to the job, control over one's own job-related activities, a sense of accomplishment from the work, variation in tasks, and the inherent value of a task (Purnama, & Josephine, 2024). The intrinsic component of job happiness has been the subject of numerous research studies (Abdulkadir et al., 2024; Bhattacharya & Mukherjee, 2024; Soelistya & Santoso, 2024). The intrinsic features of job happiness and the work environment are positively correlated (Hasanudin et al., 2024; Sousa, 2000). Additionally, Malik (2011) discussed the second dimension of job happiness, which includes the social and physical working environments. Thus, the three perspectives of determinants of the work environment considered in this study are the physical, psychological, and administrative.

#### *Administrative environment and job satisfaction*

The administration is about leadership and management style, such as the breadth and degree of hierarchy, flexibility, and autonomy, the organizational norm, and cultural distinction fostered by the members that differentiate from the rest (Lee, & Yoo, 2024; Kang, & Sung, 2024; Soelistya & Santoso, 2024; Anaba, 2021). Segbenya (2012) found that the main factors influencing workers' job satisfaction are administration, specifically routinization, involvement, and integration. The corporate culture, goals, and procedures regarding leave, promotion, transfer, and performance review are all part of the administrative work environment (Purnama & Josephine, 2024). Despite its relevance, it is still not clear how the administrative work environment significantly influences job satisfaction among public sector workers in developing economies. It is for this reason that this study hypothesised that:

H1: Administrative work environment has a statistically significant relationship with job satisfaction among public sector workers in a developing economy.

#### *Physical work environment and job satisfaction*

Everything that an employee can feel with their bodily senses while working such as noise, temperature, and ventilation as well as the furnishings, amenities, and equipment relates to the physical work environment (Segbenya, Oppong & Nyieku, 2022). The physical work environment relates to both the conduciveness and aesthetic perspectives of the working environment (Segbenya et al., 2024; Kissi et al., 2024; Ajala, 2012). According to Malik (2011) the environment is the immediate surroundings that man manipulates in order to survive. When it is improperly manipulated, it might lead to hazards that can

hinder workers' productivity and engagement at work (Hasanudin et al., 2024; Sehgal, 2012). The nature and quality of the physical work environment are thought to have an impact on how employees interact, carry out their roles, and maintain their mental, physical, and emotional states (Sehgal, 2012, Oyetunji, 2014). This is because the physical workplace environment is made up of tangible elements related to the office occupiers, which determine their abilities to physically connect to their work roles (Haynes, 2008). Meanwhile, it is difficult to find from the existing literature how the physical work environment significantly relates to job satisfaction among public sector workers from a developing economy perspective. It is for this reason that this study hypothesised that:

H2: Physical work environment has a statistically significant relationship with job satisfaction among public sector workers in a developing economy.

#### *Psychological work environment*

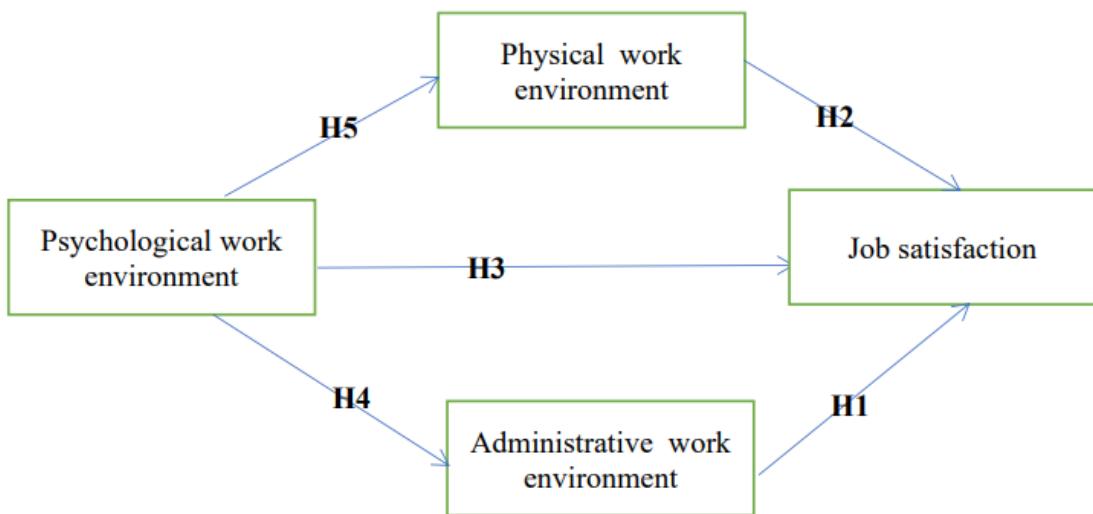
The components of the work environment that are relevant to employee behaviour are specifically referred to as the psychological work environment (Zeng et al, 2023). Behavior refers to three connected categories of psychological phenomena: behaviors (e.g., effectiveness, absence, motivation); cognitions (e.g., attitudes, perception, decision making); and affect (e.g., emotions, mood, psychological symptoms, affective disorders) (Lesesne, 2023). Therefore, the collection of workplace attributes that have an impact on an employee's emotional state is known as the psychological work environment (Mozgovoy, 2022). The psychological work environment gives an excellent explanation of what goes through a worker's mind when they are at work or on the job (Beltrán-Martín et al, 2023). Good explanations of the psychological work environment and recommendations to other resources for information on stress, bullying, job requirements, cooperation, conflict, etc. are included (Zeng et al, 2023). Two themes in the psychological workplace are stress and wellness. Employees consider things like the type of employment, the pay they will receive, the possibility of advancement, and other things. These elements influence an employee's degree of satisfaction, which in turn affects how well they perform. Employee satisfaction increases when there is a notable shift in pay, benefits, or promotions. Due to the fact that the perspectives on how the psychological component of the work environment influences job satisfaction among public sector workers in developing economies are lacking in the literature, this study hypothesised that:

H3: Psychological work environment has a statistically significant relationship with job satisfaction among public sector workers in a developing economy.

H4: Psychological work environment has a statistically significant relationship with administrative work environment among public sector workers in a developing economy.

H5: Psychological work environment has a statistically significant relationship with the physical work environment among public sector workers in a developing economy.

Based on the theoretical and conceptual review of the study, a conceptual framework proposed to guide the study is presented in **Figure 1**. Though the **Figure 1** presents both direct and indirect relationship (mediating relationship) between the variables of the study, the focus of this present study is only focused on the direct relationship. The mediating or indirect relationship will not be the focus of this study due to the hypotheses and objectives guiding the study.



**Figure 1.** Conceptual framework.

### 3. Methodology

### 3.1. Procedure

The quantitative method and positivist philosophical viewpoint served as the study's guiding principles. The study specifically used the explanatory design because it wanted to find out how determinants of the work environment affect job satisfaction among public sector workers in a developing economy specifically local government workers. Both simple random sampling techniques and stratified sampling techniques were adopted to ensure that all respondents had equal chances of being selected as well as catering to the various strata in the population such as regional and district locations of study organisations. A Google form questionnaire was created and distributed to public sector workers in Ghana in order to collect data.

### 3.2. Participants and data collection instrument

In all 739 employees from the public sector answered the questionnaire and were included in the study. The sample constitute about 40 percent of the 1870 local government workers in the public sector of a developing economy. All respondents were served with a Google form and only the 739 filled the questionnaire hence that was used for this study. The questionnaire was split into two sections, the first of which asked questions about the respondents' biographical information and the second of which asked questions on the five guiding hypotheses of the research. Because using "undecided" as a response choice for respondents would have compromised the quality of the data, the questionnaire was scored on a four-point Likert scale without the "undecided" perspective. Based on the results shown in Table 1, the pilot-test of the questionnaire, which had thirty responses that were not included in the main analysis, demonstrated that the instrument was suitable for use in the main data collection. According to Segbenya et al. (2024), all study variables met the minimum criteria of 0.70 Cronbach Alpha, as shown by the results in Table 1.

**Table 1.** Pilot Study.

Variable	Cronbach's Alpha	No of Items
Physical work environment	.732	4
Psychological work environment	.710	4

Administrative work environment	.737	4
Job satisfaction	.720	5

Source: Field survey (2023)

Experts (including three Professors and two Senior Lecturers in the field of human resource management and labour studies) evaluated the questionnaire before it was distributed. Before any data was collected, ethical issues pertaining to informed permission, privacy, anonymity, and the ability to withdraw at any time after the procedure began were all addressed.

### 3.3. Ethical considerations and data analysis

PLS-Structural Equation Modeling was used to examine the data, and descriptive statistics were employed to look at the respondents' demographics. The PLS-SEM has proven over the years to be more robust and effective in examining the relationship between variables better than the usage of regression with SPSS software. Apart from the effect size ( $f^2$ ) and the coefficient of determination ( $R^2$ ) the model also allows for predictive relevance ( $Q^2$ ) and Importance Performance Map Analysis (IPMA). Thus, the model presents a better goodness-of-fit test for analysis of the quantitative data. The significance will be determined by using the alpha value of 0.05 threshold. Furthermore, PLS-SEM provides flexibility in data analysis by enabling the processing of a variety of data types, including nominal, ordinal, interval, and ratio data (Hair et al., 2011; Hair et al., 2012). According to Hair et al. (2011) and Hair et al. (2012), the restrictive assumptions of the CB-SEM (covariance-based SEM) are the other advantages of using PLS-SEM. These assumptions include the fact that the normality assumption is not met, the sample size is small, some of the variables are formative measures, and the study is focused on theoretical development and prediction. Another significant benefit of PLS-SEM is its capacity to normalize data for subsequent analysis.

The Department of Business Studies, University of Cape Coast, granted the ethical permission on behalf of the Institutional Review Board of the University of Cape Coast unto the first author of this paper to carry out the study as his Master works out of which this article has been teased out for publication.

## 4. Results and findings

The presentation of the results starts with the biodata of the respondents to help readers appreciate the background characteristics of respondents before the main results are presented to them. The demographic biodata of respondents is therefore presented in **Table 2**. Three biodata of respondents are presented and the results revealed that the majority of the respondents were male public sector workers (68.43%), Bachelor or first-degree holders (43.9%), and were married (73.7%). Other demographic characteristics presented in **Table 2** revealed that majority of the respondents were 31-40 years (53.5%) and had worked for 6-10 years (38.5%).

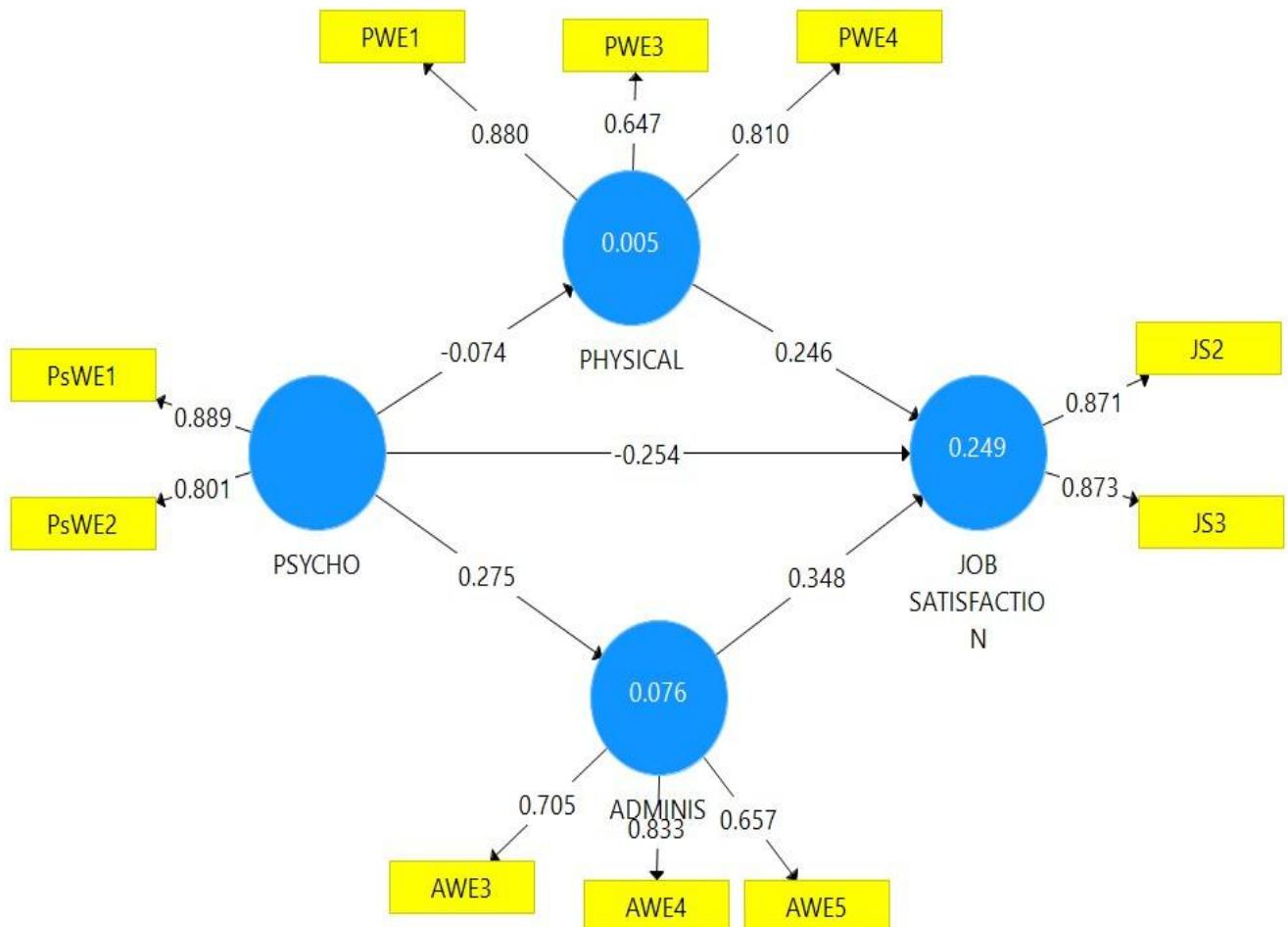
**Table 2.** Biodata of respondents.

Demographic Characteristics	Frequency	Percent
<b>Gender</b>		
Male	506	68.43
Female	233	31.57
Total	739	100
<b>Educational Qualification</b>		
Certificate	52	7

HND/Diploma	246	33.3
Bachelor Degree	324	43.9
Masters	117	15.8
<b>Total</b>	<b>739</b>	<b>100</b>
<b>Marital Status</b>		
Married	545	73.7
Separated	52	7
Widowed	39	5.3
Single	103	14
<b>Total</b>	<b>739</b>	<b>100</b>
<b>Age</b>		
21-30	97	13
31-40	395	53.5
41-50	108	14.5
51 and above	139	19
<b>Total</b>	<b>739</b>	<b>100</b>
Working experience		
1-5 years	195	26.5
6-10 years	284	38.5
11 years and above	260	35
<b>Total</b>	<b>739</b>	<b>100</b>

Source: Field survey (2023)

Several prior analysis were conducted before the main analysis was conducted. The first initial analysis was done to check how the items used to measure the individual variables met the acceptable criteria of recording values not less than 0.60 (Segbenya et al, 2023). Results presented so far in Figure 2 revealed that the values obtained were all above the minimum threshold of 0.60 established for this study.



Source: Field survey (2023)

**Figure 2.** EFA Algorithm.

Another initial analysis conducted was to check for the construct reliability and validity and the results are presented in **Table 3**. The recommended threshold used was based on a suggestion by Segbenya and Anokye (2023) of a minimum threshold of 0.70 for the first three indicators and a minimum threshold of 0.50 for the last indicator. Results produced in **Table 2** recorded values ranging from 0.701 to 0.784 for Cronbach's Alpha; 0.737 to 0.819 for rho\_A and 0.777 to 0.864 for Composite Reliability. Results obtained for the last indicator were between 0.541 and 0.760 for Average Variance Extracted (AVE). The results proved that the PLS-SEM used for the analysis met the construct reliability and validity requirements and assumptions since all required thresholds were met.

**Table 3.** Construct Reliability and Validity.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adminis	0.701	0.755	0.777	0.541
Job Satisfaction	0.784	0.784	0.864	0.760
Physical	0.708	0.819	0.826	0.616
Psycho	0.708	0.737	0.834	0.716

Source: Field survey (2023)

Two main indices used to measure the discriminant validity of the PLS-SEM used were the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) and the results of this effect are presented in **Table 4**. The criteria for acceptance of a variable was based on a recommendation of a maximum threshold of 0.850 (Segbenya et al., 2023). The results obtained and presented in **Table 3** revealed that all values reported were below the maximum threshold and the PLS-SEM was deemed to have obtained the discriminant validity status.

**Table 4.** Discriminant validity.

Fornell-Larcker Criterion	Adminis	Job Satisfaction	Physical	Psycho
Adminis	0.735			
Job Satisfaction	0.340	0.842		
Physical	0.249	0.351	0.785	
Psycho	0.275	0.176	0.074	0.846
Heterotrait-Monotrait Ratio (HTMT)	Adminis	Job Satisfaction	Physical	Psycho
Adminis	0			
Job Satisfaction	0.518	0		
Physical	0.446	0.468	0	
Psycho	0.379	0.272	0.174	0

Source: Field survey (2023)

The final check of the PLS-SEM used for the analysis was conducted with checks on the presence of multicollinearity and the results are presented in **Table 5**. The threshold for determining the presence of collinearity was based on the suggestion of Segbenya and Minadzi (2023) of 3.30. the results as presented in **Table 5** and compared to the maximum threshold revealed that the model did not experience any multicollinearity hence the variables of the study are deemed to be very distinct.

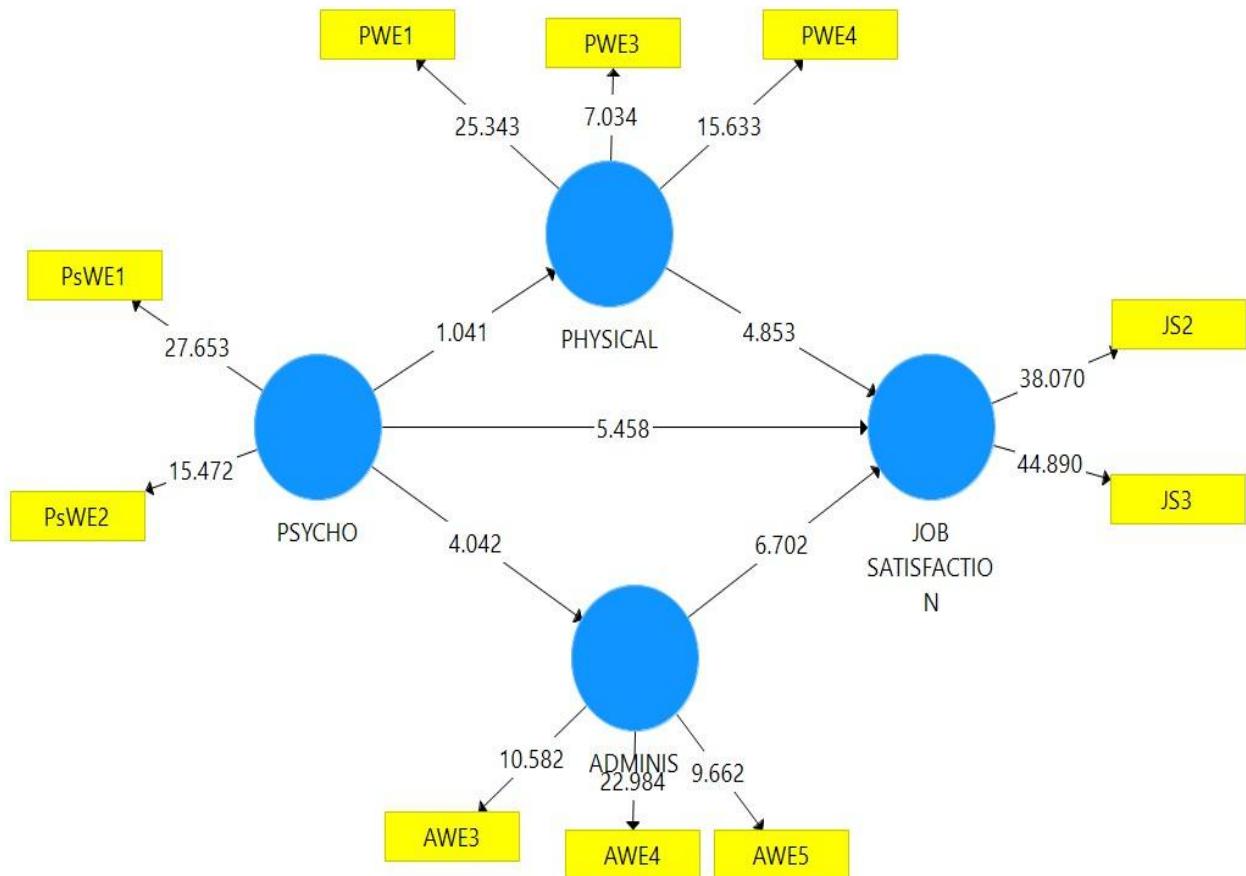
**Table 5.** Collinearity Statistics (VIF): Inner VIF Values.

	Adminis	Job Satisfaction	Physical	Psycho
Adminis		1.174		
Job Satisfaction				
Physical		1.091		
Psycho	1.000	1.108	1.000	

Source: Field survey (2023)

## 5. Results for testing hypotheses

The results for the testing of the four hypotheses guiding the study are presented in this section and the pictorial view of the results is presented in **Figure 3**. Thus, the graphical presentation in **Figure 3** highlighted the main results to be presented. The graphical results further highlighted the path relations and the performance of these path relations.



Source: Field survey (2023).

**Figure 3.** Bootstrapping results.

The main and detailed results for the path relations apart from the graphical presentation are presented in **Table 5**. The results presented in **Table 6** revealed that out of five hypotheses guiding the study, four were accepted and one was rejected because of significant and non-significant path relationships attained. Specifically, the first hypothesis established that there was a significant relationship between administrative work environment (Adminis) and job satisfaction among public sector workers at ( $\beta = 0.348$ ,  $t = 6.702$ ,  $P=0.000$ ). Physical working environment (Physical) was also found to be related to job satisfaction among public sector workers at ( $\beta = 0.246$ ,  $t = 4.853$ ,  $P=0.000$ ) for the second hypothesis. Another hypothesis in the study that was accepted was the third hypothesis which also established that psychological work environment (Psycho) is significantly related to Job satisfaction among public sector workers at ( $\beta = 0.254$ ,  $t = 5.458$ ,  $P=0.000$ ). It is also worth noting that the fourth hypothesis of the study was also accepted because the psychological working environment (Psycho) related significantly to the administrative work environment (Adminis) among public sector workers at ( $\beta = 0.275$ ,  $t = 5.458$ ,  $P=0.000$ ). The last hypothesis of the study was rejected because the Psychological work environment (Psycho) had a non-significant relationship with the physical work environment for hypothesis five at ( $\beta = 0.074$ ,  $t = 1.041$ ,  $P=0.000$ ).

**Table 6.** Path Coefficients.

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Confidence Intervals	
						2.5%	97.5%
1. Adminis -> Job Satisfaction	0.348	0.354	0.052	6.702	<b>0.000</b>	0.246	0.454
2. Physical -> Job Satisfaction	0.246	0.248	0.051	4.853	<b>0.000</b>	0.147	0.344
3. Psycho -> Job Satisfaction	0.254	0.255	0.046	5.458	<b>0.000</b>	0.340	0.156
4. Psycho -> Adminis	0.275	0.276	0.068	4.042	<b>0.000</b>	0.137	0.396
5. Psycho -> Physical	0.074	-0.080	0.071	1.041	<b>0.298</b>	0.213	0.064

Source: Field survey (2023).

In addition to the beta values representing the individual contribution of the variable of the study presented in **Table 6**, the study also went further to establish the overall contribution of the PLS-SEM used and how the model explains the variance in the exogenous variables of the study. the overall contribution of the PLS-SEM to explaining the variance of the exogenous variables of the study are presented in Table 6 and this is represented with in **Table 7** as R-square supported with R-square adjusted. The results revealed that the model explained about 8 percent variance in the administrative work environment, 25 percent variance in job satisfaction and lastly one percent variance in the physical work environment. the effect size denoted by f-square was also reported in **Table 7**. The results show that the effect sizes of the significant PLS-SEM used had small to medium effects.

**Table 7.** The Overall contributions of all the variables in explaining the variance in job satisfaction.

R Square	R Square	R Square Adjusted		
Adminis	0.076			0.072
Job satisfaction	<b>0.249</b>			0.241
Physical	0.005			0.002
F Square	Adminis	Job satisfaction	Physical	Psycho
Adminis		0.138		
Job satisfaction				
Physical		0.074		
Psycho	<b>0.082</b>	0.077	<b>0.005</b>	

Source: Field survey (2023)

## 6. Discussion of the results

Deeper interpretation to the results or findings reported for this study are presented in this section with linkages to existing literature. The study examined the determinants of work environment and job satisfaction among public sector workers in a developing economy. The study found that three determinants of work environment such as physical, psychological, and administrative work environment had a significant relationship with job satisfaction among public workers in a developing economy. It was also found that while the psychological work environment was significantly related to the administrative work environment, it had a non-significant relation to the physical work environment. Thus, all three determinants of the work environment significantly predicted job satisfaction among public workers. The findings for the first hypothesis that administrative work environment is significantly related to job satisfaction among public sector workers mean that work environment is a predictor of job satisfaction in the public sector. The results further mean that a percentage increase in a better administrative work environment will lead to the same percentage increase in job satisfaction among public workers. The administrative work environment as conceptualised and used in this study borders on an employee following, work norms and policies, a good balance between work and life demands, the opportunity to be promoted for all employees as well as clear strategies and policies for work schedules. The results also suggest that an administrative work environment is

characterised by work-life conflict, unclear strategies and policies, as well as unfair promotion opportunities, which will decrease job satisfaction among public sector workers. The results though agree with the findings of Zeng et al., (2023) that the work environment influences job satisfaction among public workers, this study contributes to knowledge that the administrative work environment, a dimension of the work environment influences job satisfaction among workers in the local governance landscape.

The findings for the second hypothesis of the study that the physical work environment contributes significantly to job satisfaction among public sector workers also means that the physical work environment is a predicate of job satisfaction in the public sector. Thus, any percentage improvement in conduciveness and attractiveness of the physical work environment will attract the same percentage increase in job satisfaction in the public sector. The physical work environment as considered in this study related to health and safety measures at the workplace, periodic capacity building on how to use office equipment, and availability of material and equipment needed for work schedules. The results also mean that public sector workers' job satisfaction in the public sector could decrease if their work conditions become unsafe or risky (high hazards and irregular fatalities at the workplace). The findings of this study though confirm that of Suriad et al (2023) and Yusnita, Melyiatama and Irawan (2023) that employee job satisfaction is influenced by work environment, this study further adds that physical work environment, a dimension of work environment significantly related to job satisfaction among public workers.

Hypothesis three also recorded that the psychological work environment is significantly related to employee job satisfaction in the public sector. The results mean that the psychological work environment is a predictor of job satisfaction in the public sector. The results mean that any positive percentage increase in the psychological work environment will lead to the same commensurate positive increase in job satisfaction among public workers. A psychological work environment in this study relates to recognition for work done by employees, the level of autonomy associated with work, and the availability of training and development opportunities for workers. The absence of these factors negatively influences the psychological state of workers and that could reduce the job satisfaction level among public sector workers. The findings of this study further corroborate that of Akuffo et al (2021) that work environment significantly influences job satisfaction. The findings of this study, however, contribute to existing knowledge that the psychological work dimension of the work environment specifically and significantly predicts job satisfaction among public workers.

The fourth hypothesis that the psychological work environment is significantly related to the administrative work environment means that both administrative and physical work environments do not only predict job satisfaction in the public sector but also interact among themselves. Thus a percentage increase in a psychological work environment will lead to the same percentage increase in an administrative work environment. This means that high degree of clarity at work and a high degree of autonomy for work responsibilities and schedules, the higher employee develop a likeness for their work in the public sector. Though the findings of this study corroborate the findings of Datuah, Abasimi, & Aninanya (2023) that the work environment influences work performance, this study adds to the existing knowledge that the psychological component of the work environment influences the administrative component of the work environment.

The last hypothesis (hypothesis five) also revealed that there was a non-statistical significant relationship between the psychological work environment and the physical work environment. This means that the psychological work environment was not an

adequate predictor of the physical work environment among public workers in developing economies. Though the two variables (psychological and physical work environment) predicted job satisfaction among public workers, the same cannot be said between the two. This also means that the relationship between the two could be mediated by another variable to assume a significant relationship status. Though the relationship found between psychological and physical work environment was non-significant, it still remained a contribution to knowledge since the existing literature (Ansorg, J & Darko-Adjei, 2022; Amponah, R., & Oti-Agyen, 2023; Hammond et al, 2023; Datuah, Abasimi, & Aninanya, 2023; Sabeng, & Mensah, 2023; Acquah et al, 2023; Aikins et al, 2023 and Akuffo et al, 2021) have not tested the relationship to even established the type of relationship between the two variables.

## 7. Theoretical and practical implications

The findings of this study have several practical and theoretical implications. The theoretical underpinning of this study which was the Herzberg two-factor theory concluded that the job context factors or hygiene factors do not and will not lead to job satisfaction among workers. The theory opined that the presence of hygiene factors only leads to no satisfaction and not satisfaction. The job environment considered in this study falls under hygiene factors and based on the theory could not lead to job satisfaction. Meanwhile, the results proved the theory wrong in that all the components of the work environment are significantly related to job satisfaction. This could be due to contextual differences and probably characteristics of the sample involved. This study selected a sample from the public sector in a developing economy which could partially explain the differences between these results and that of Herzberg (1964) in terms of hygiene factors. The implication of the findings of this study to Herzberg's two-factor theory is that studies on job satisfaction will need to revise their note on the influence of work environment which can be grouped under the job context factors on job satisfaction. Thus, some job context variables could influence job satisfaction depending on the context and characteristics of the respondents.

The practical implication of the findings of the study is that managers should take note of the work environment for their workers. Managers will need to consider the aesthetic perspective of the kind of work environment they create for their workers. Thus, the physical work environment will need to be appealing, welcoming, and very attractive. Another practical implication of the findings of the study is that the work environment for workers in the public sector goes beyond health and safety measures at the workplace for workers. Managers desiring to increase job satisfaction among workers will need to pay attention to health and safety measures at the workplace as well as the psychological component of the work environment. This means that managers will need to take practical steps to lead to positive psychological impressions of the work environment among workers in developing economies to achieve job satisfaction among public workers.

## 8. Conclusion and recommendation

This study examined the effect of determinants of work environment on job satisfaction among public workers in a developing economy. The study can conclude that the three determinants of work environment such as physical, psychological, and administrative work environment had a significant relationship with job satisfaction among public workers in a developing economy. It can also be concluded from the study that while the

psychological work environment was significantly related to the administrative work environment, it had a non-significant relation to the physical work environment. this means that all three determinants of the work environment significantly predicted job satisfaction among public workers.

The conclusion based on the findings of the study demands several actions to be taken by the management of public sector organisations in developing economies to ensure that job satisfaction among public sector workers is enhanced. For this reason, it is recommended that managers of public sector organisation in developing economies should improve the physical work environment in their workplaces. This can be done by managers ensuring work-related injuries (fatal or non-fatal) are prevented/reduced to the barest minimum and if it did happen workers are adequately compensated. Also, managers are to invest in periodic capacity building on how to use office equipment at the workplace.

It is also recommended that managers of public sector organisation should improve upon the administrative work environment. This can be done by managers ensuring that opportunities for promotion exist for workers, workers enjoy work-life balance, and the existence of good collaborations between management and workers. Finally, it is also recommended that the management of public sector organisations in developing economies should pay attention to the psychological work environment of their workers. This can also be done by managers ensuring that workers are appreciated for work done, granting autonomy to workers in terms of work-related decisions. When all determinants of the work environment such as physical, psychological and administrative are keenly taken seriously, job motivation among public sector workers will improve by approximately 30 percent.

## 9. Limitations and suggestions for further studies

The findings of this study were limited to the approximately 30 percent explanation of the variance in job satisfaction. This suggests that there are about 70 variances in job satisfaction that were not explained by the variables other than work environment not considered in this study. Thus, further studies could introduce other variables other than work environment in explaining antecedents of job satisfaction in the public sector of developing economies. Further studies could also consider conducting a comparative study among developing and developed economies in terms of how the work environment influences job satisfaction.

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## Appendix A

# TOPIC: EFFECT OF WORK ENVIRONMENT ON JOB SATISFACTION OF GOVERNMENT EMPLOYEES IN GHANA

### **QUESTIONNAIRE,**

#### **Introduction**

Dear respondents, in the following survey you will find the questions we wish to receive answers on for our Dissertation at the University of Cape Coast (UCC). We are extremely appreciative of the answers you give us as they provide us the information needed to better cast light on the issues that I may encounter in our assignment on investigation of the effect of work environment on job satisfaction of Government employees at Bawku West District Assembly. We aim to be able to better educate both the academic world and multinational corporations on these issues. The questions cover a range of subjects, such as demographic, work environment, job satisfaction among others.

Remember that you are guaranteed anonymity, both in the academic world and towards your organization. Kindly indicate your preference among the alternative answers for each question by ticking in the appropriate box. Where alternative is not provided, please fill the gap provided. If you have any questions, do not hesitate to contact my supervisor (**Dr. Moses Sebgenya**) on **0243580849**. We are very thankful that you take the time to give us these very important insights. Many thanks in advance!

#### **SECTION A: DEMOGRAPHIC CHARACTERISTICS.**

##### **Instruction: Please, tick appropriately or write on the space provided;**

1. What is your age group (years)? 1. 18-26 { }, 2. 27-34 { }, 2.35-42 { }, 4.43-50 { }, 5. 51-60 { }
2. Gender? 1. Male { }, 2. Female { }
3. Please indicate the sector of your employment ( e.g. NGO, LGS, Health, GES etc)  
.....  
.....
4. Which of the following describes your employment classification
  - a. 1. Public Sector { }, 2. Private Sector { }, 3. NGO { }
5. Indicate your current qualification, 1. Certificate { }, 2. HND/Diploma. { }, 3. Degree { }, 4. Masters { }
6. Please indicate your highest qualification, 1. Certificate { }, 2. HND/Diploma { }, 3. Degree { }, 4. Masters { }, 5. PHD { }
7. Which of the following describes your marital status? 1. Married { }, 2. Separated { }, 3. Widowed { }, 4. Single { }

#### **SECTION B: THE EFFECT OF WORK ENVIRONMENT ON JOB SATISFACTION;**

Please indicate your level of agreement with the following statements, where 1. SD=Strongly Disagree, 2. D=Disagree, 3. SA=Strongly Agree, and 4. A= Agree

S/N	Work Environment				
		Physical Work Environment (Independent variable)	SD	D	SA
PWE1	The assembly pays for all work related-injuries and compensation at my work.				
PWE2	The environment in which I work is safe and comfortable				
PWE3	There is a periodic capacity building on how to use office equipment at my workplace.				

PWE4	All materials and equipment I need to work with are available				
PWE5	There are low hazards and irregular fatalities at my workplace				
	<b>Psychological Work Environment (Independent Variable)</b>				
PWE1	There is high degree of clarity at my work				
PWE2	There is recognition at my work for all staff				
PWE3	There are opportunities Training and Development				
PW4	My work life affect me after I leave the work				
PWE5	There is low degree of autonomy at my work				
	<b>Administrative Work Environment (Independent Variable)</b>				
AWE 1	Work norms and policies are followed strictly by everybody				
AWE 2	There is an opportunity for promotion. For all staff				
AWE 3	Strategies and procedures are working perfectly in the assembly.				
AWE 4	I enjoy a good work-life balance at my workplace				
AWE 5	Workers enjoy high collaboration in the assembly.				

### Section C: Job Satisfaction

Please indicate your level of agreement with the following statements, where 1. SD=Strongly Disagree, 2. D=Disagree, 3. SA=Strongly Agree, and 4. A= Agree.

	<b>Job Satisfaction (Dependent Variable)</b>	SD	D	SA	A
JS1	There is no work- life conflict at my workplace				
JS2	Employees are satisfied with their benefits' packages				
JS3	Benefits packages in the assembly are satisfactory				
JS4	Workers are proud of the work they do in the Assembly				
JS5	I am very much satisfied with my work in the assembly				

### 8. What can be done to increase employees' job satisfaction