Impact of work environment on employee job satisfaction

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ABSTRACT

This study examined the impact of work environment on job satisfaction with the spotlight on KFCs in Delhi NCR region. In order to increase efficacy, effectiveness, productivity and work commitment of employees, the business must satisfy the needs of its employees by allowing good working conditions. The objective of this paper is to analyze the impact of a working environment on employee job satisfaction. The study employed a quantitative methodology. The other purpose of the paper is to ascertain the impact of physical and mental environment on employees’ performance, to know the overall satisfaction level of the employees in KFCs and study whether physical, social and psychological work conditions affect job satisfaction. The research concludes that the employee oriented environment has a remarkable effect on employees’ satisfaction and consecutively on their performance. The findings of the study emphasize the need for management to improvise the work atmosphere of employees to raise its productivity. Here, we address the effect of work environment & culture in KFCs in Delhi NCR region.

Keywords
Human Resources Management, Motivation, Job Satisfaction, work environment, and Work culture

1. Introduction

KFC (Kentucky Fried Chicken) is the most loved and fastest growing retail chains in the world. Colonel Harland Sanders was the founder of KFC and he opened its first franchise in Salt Lake City, Utah in 1952 and its Headquarters is in Dallas, Texas, U.S. KFC is popularized in the chicken food industry. Over 21,000 KFC outlets are spread across in more than 130 countries and territories around the world. Today KFCs are everywhere, with 620 KFC Restaurants in India alone, and more than 30,000 employees, serving fast food for millions.

KFC is the world’s most popular chicken restaurant chain. KFC essentially provides jobs to a large number of individuals and thus it is necessary to know the work environment and to measure employee satisfaction level in the working place. The survey was conducted in KFC in Delhi NCR.

1.1 Working environment

A fascinating and supportive work environment is critical to job satisfaction. This includes location of the outlet, systems, training and activities, structures and tools which connect employees and affect their performance in positive or negative ways. A quality workplace is examined by characteristics such as competitive wages, healthy and trustworthy relationship between the management and its employees, equity and justness for everyone, and a sensible workload with challenging yet achievable goals. A combination of these conditions creates platform for employees to have the best possible work conditions and hence enhance their levels of job satisfaction. As a profit-oriented organization, creating an empowering environment for satisfied employees is crucial. (George Kafui Agbozo1, February 10, 2017).

The work environment can be divided into three distinct but intertwined forms. They are physical work environment, psychological work environment, and social work environment. (Dr. Lalitamishra, January 2018).

1.2 Elements of work environment

i. Physical Environment

![Physical Environment Diagram]

ii. Mental Environment

![Mental Environment Diagram]

iii. Social Environment

The social environment includes human interactions and professional relationships at jobsettings. It essentially incorporates communication styles and relationship between superiors and their subordinates. Additionally, it also includes
relationship among coworkers; for e.g., the willingness of others to support and assist the team in completing a task. To attain a progressive work environment, personal respect for personnel at every levels of an establishment is vital in all maneuvers.

1.3 Impact of Work Environment on Job Satisfaction

The foremost aim of this analysis is to identify the impact of work environment on job satisfaction. Some of the notable causes for poor job satisfaction revolve around the aforementioned physical, mental and social environments. Although the physical work environment comprises the physical conditions that can affect the health of employees, yet there are ways in which psychological and mental environments (e.g., fatigue, boredom, attitude and behavior of supervisor and colleagues) create a serious psychological condition for employees, like that of depression. Even social environment can influence the confidence level and performance of employees, for e.g., consistent comparison among the team members may induce a sense of insecurity within the poorly performing employees, while encouraging and appreciating them will boost their morale and in turn affect their work satisfaction level, positively. Thus the work environment can influence the satisfaction level of employees either positively or negatively and in turn the overall performance of the company.

1.4 Characteristics of Work Environment

i. Evident and Open Communication: In essence, it addresses the employees to feel that they are appropriate in the organization. However, it is mandatory for staff to deliberate the organization’s philosophy, mission, and values.

ii. The solidity of Work-Life: There has to be some sort of balance between work and personal life. In general, having knowledge of balance between them will improve job satisfaction among employees.

iii. Impartiality: Employees need to identify that they are being impartially rewarded established on their execution. Impartiality means that the results of performance are resolute by the quantity and quality of the performance.

iv. Uniformity: Uniformity is often obvious. Subordinates want to know how their supervisor will react in a given condition. According to management studies, consistency is a single most effective degree to establish with your own leadership.

1.5 Job Satisfaction

According to Vroom (1964) job satisfaction is an orientation of emotions that employees possess towards the roles they are executing at their work place. Job satisfaction is an essential component for employee’s motivation and encouragement towards better performance. Many people have defined job satisfaction over the years. Hoppok & Spieglger (1938) defined job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourages employees to admit that they are satisfied or happy with their jobs. Furthermore, the role of employees at workplace is emphasized as there is an influence of diverse elements on an employee within the organization.

Clark (1997) argued that if employees are not satisfied with the job assigned to them, as they may not be aware of their employee rights, working situations are unsafe, coworkers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel unconnected from the organization. Furthermore, he highlighted that in current times, firms cannot afford unsatisfied employees as they wouldn’t perform up to the standards opepectations of their supervisor, and they get fired, resulting in incurring of additional costs for recruiting new staff by the firm. Therefore, it is beneficial for firms to provide adjustable working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will reflect in their performance because with low morale they will make lesser efforts to refine their performance.

2. Objectives of the study

- To find out the working condition of employees.
- To know the gross satisfaction level of employees.
- To study the factors affecting the work environment.
- To scan the impact of work environment on job satisfaction.
- To discover the impact of physical & mental environment on employee performance.

3. Centre of the Issue

To understand that the employees are really satisfied with their work environment and working situations. If employees are not satisfied, what are the reasons for their disappointment with the work atmosphere?

Other focuses of the problem are on:
- What employee oriented interests & safety measures are provided in the working place?
- What space exists and where one should have altered to have a satisfied working condition?
- Is the work environment primary factor for the growing attrition rate?

4. The significance of the study

- The importance of this study is to understand the work environment of KFC employees.
- Through this study we comprehended the following:
  A. The working condition of the employees.
  B. What are the internal and external environmental factors or reasons which influence the employees to leave their job?
  C. The work environment influencing directly or indirectly in job satisfaction.

5. Research Methodology

- Area of study: The area of study of respondents from Delhi NCR.
- Research instrument: Structured questionnaire.
- Sample size: 100 samples.
- Sampling Technique: Convenient & Random Sampling Technique
- Data Collection: The Primary Data was collected from questionnaire and interview and the Secondary Data
was collected with the aid of journals, magazines, books, and internet.

- Analysis of Data: Once the data was collected from the questionnaire and interview, then the uncomplicated and most revealing devices for summarizing data, the statistical table was used. The table is in the systematic arrangement of data in columns and rows. The motive of the table is to simplify the presentation and to facilitate results.

6. Framework of Analysis
Analysis and interpretation through the bar chart:

A. General work environment

![General Work environment](image)

**Interpretation:** 43% employees agreed that their general work environment is good and enhanced their job satisfaction along with 14% of employees who were in strong agreement for the same. Whereas 37% of employees did not agree and 6% of were those who neither agreed nor disagreed.

B. Duties & responsibilities are equally divided among co-workers.

![Duties & Responsibilities](image)

**Interpretation:** About 61% of employees agreed, 12% of employees strongly agreed with the obligations and accountability that is equally divided among co-workers; whereas 23% of employees disagreed while 4% employees neither agreed nor disagreed.

C. Recreation and refreshment facilities.

![Recreation and refreshment facilities](image)

**Interpretation:** 61% of employees agreed that they were provided proper relaxation & sustenance facilities in the working place whereas 16% of employees did not agree. Hence, from the above table it was assessed that KFC provide a good sustenance facility for its employees.

D. Grievance handling

![Grievance handling](image)

**Interpretation:** 62% of employees are contented with grievance handling procedure whereas 14% of employees are unhappy. From the above data, it was assessed that KFC outlets were handling grievances of their employees in an appropriate way.

E. Attitude of Supervisor

![Attitude of Supervisor](image)

**Interpretation:** From the above data 52% of employees were happy with the attitude of supervisor whereas 37% of employees were discontented. Thus, it signified that although
maximum numbers of employees were satisfied but the number of employees who were dissatisfied was not very low either. Therefore, we cannot conclude that attitude of supervisor is moral for all employees.

F. Fun at workplace

Interpretation: 71% of employees were satisfied about fun at work place and felt appreciated during the working hours whereas only 15% of employees were dissatisfied. Therefore, from the above table it was estimated that employees working in KFC were happy and having fun while working.

G. Work involves fatigue and boredom

Interpretation: 71% of employees said that their work involved fatigue & boredom, whereas 29% of employees felt that work did not involve exhaustion and weariness. Hence, from the above statistics, it was evaluated that in KFC employees felt exhaustion and weariness in their working place, which may be due to overtime working.

H. Health & safety facilities

Interpretation: 71% of employees said that they get proper health & safety provisions whereas, 29% of employees felt that they do not get proper healthcare related facilities in the working place. Thus, from the above data, it was estimated that KFC has adapted good health & safety facilities for its employees.

I. Problems faced by employees

Interpretation: 69% employees said that they were facing a problem of workload and overtime whereas, 27% employees said that attitude & action of a supervisor weren’t virtuous and only 4% employees complained the problem of noise. Therefore, from the above statistics it can be concluded that maximum number of employees encountered the problem of workload and overtime. Therefore, KFC needs to adopt some strategies to overcome these hurdles and create a healthy work environment for its employees.

7. Limitation of the study

- The sample may not represent the actual population.
- Satisfaction level to environmental factors may vary from person to person.
- The study may be absolute because of the changing environment and needs.
- Employees were not interested.
- Some of them were not available due to work timings.

8. Findings of the study

The subject of the present study has been selected from a managerial and non-managerial staff of KFC from Delhi NCR.

- Employees of KFC are basically well satisfied with these factors: work environment, duties and responsibilities, refreshment & recreation facility, grievance handling procedure, fun at workplace, health & safety facility. KFC can retain their employees with thesepro-employee aspects.
- Although every coin has its two faces head or tail, same as pros and cons are always there in entirety. Therefore, employees are satisfied or unsatisfied with these factors: workload & overtime, job includes fatigue & boredom, odd working hours, an attitude of supervisor. These facets can directly impact on attrition rate or else job satisfaction.
9. Suggestion & Recommendation

- An organization should adopt virtuous strategies to overcome the problems related to fatigue and boredom. The organization should organize excursions, fun activities and also reward them for their performances. With such changes an organization can successfully overcome fatigue and boredom of the employees.
- The organization should divide the work equally to combat workload issue per employee or else appoint more employees. As workload stimulates pressure which isn’t a good sign for the healthy work environment. Therefore the company should take some action.
- There should be one to one discussion, so the employee can talk freely about their grievances.
- Perspective towards the subordinate & colleagues should be smooth and positive for effective results.
- An organization should change the work hours from time to time in order to avoid fatigue & boredom.
- Treat employees equally.

10. Conclusion

Upon analysis it specifies that the workload, stress, overtime, fatigue, and boredom are some factors to increase job discontent and create mental resistance towards work. On the other hand, quality working condition, refreshment & recreations, health & safety facilities, fun at the workplace increases the degree of job satisfaction. Effectual human resource management and preserving the growing work environment would consequence to job satisfaction and performance of the organization as well as the entire economy. Hence, for the success of an organization, it is vital to accomplish HRM successfully and find whether the work environment is satisfactory for its employees or not.

References

1. Online.kfc.co.in
2. www.kfc.com