

The Impact of Work Environment on Employees' Job Satisfaction in Saudi Electricity Company in Tabuk Region

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Abstract

This study aims to investigate the impact of work environment on employees' job satisfaction in Saudi banks. Two dimensions of work environment were selected: empowerment and relations with co-workers. The data of the study were collected by a self-administered questionnaire distributed randomly using simple random sample. Descriptive and inferential statistical analyses were performed using SPSS program.

The first part of the findings was the descriptive statistics of the socio-demographic characteristics of the respondents using frequencies, percentages, means, and standard deviations, while the second part being the statistical analyses of the impact of the work environment variables on employees' job satisfaction using simple regression.

All the study hypotheses related to work environment were supported and concluded that there is a significant effect of work environment, empowerment, and co-workers relations on the employees' job satisfaction.

One of the hypotheses of the impact of socio-demographic characteristics was supported while the others were rejected.

The findings of the study led to many recommendations. The most important of these were that The Saudi Electricity Company in Tabuk should communicate its vision to its employees', and provide its employees with the needed resources to execute their jobs successfully. In addition, they should focus on the coordination among the various divisions of the company.

Key words: Work

Environment, Job Satisfaction, Employee empowerment, Co-worker relations



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INTRODUCTION

Challenges facing business organizations are sharply increasing in all work aspects due to information technology and communication revolution that created a world without boundaries which focuses on work quality as a primary characteristic to success. This revolution enforced all business organizations to focus on their human resources skills, abilities, attitudes and behaviors as many studies show that human resources are the key determinants of establishing competitive advantage, and the overall success or failure in both service or manufacturing organizations (Niha Kaya, 2010).

There are many evidences in management studies that emphasize on the important role of employees, and consider them as the most valued assets of management as they put their efforts individually or collectively with more commitment and loyalty for achieving the goals of their organization (Michael A., 2006).

As the world spins on, dramatic changes are occurring in the business arena. In an increasingly smaller world in the presence of telecommunications, information, and other technologies almost every company, large or small, is touched in some way by global competition where companies should take into consideration the importance of building and maintaining good relationships with their employees and designing their jobs in a way that enhance their commitment to their organizations which, in turn, will affect their performance positively.

AIM OF THE STUDY

The commitment of any organization or firm is to achieve the higher productivity and employees are the vital functioning organizational system. The attitudes of these employees, if satisfied or dissatisfied,

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determine to what extent the organization may reach its goals. So due to the importance of employees' job satisfaction on the organization success, it is of paramount importance to understand the factors that affect the degree of job satisfaction (Hamdia&Phadett, 2011).

The aim of this study is to analyze the impact of work environment on the employees' job satisfaction where employee empowerment and work relations are selected as considered factors of work environment in The Saudi Electricity Company.

RESEARCH QUESTIONS AND HYPOTHESES

The purpose of the study can be achieved through answering the following questions:

Questions related to the impact

1. Is there any effect of work environment on the employees' job satisfaction?
2. Is there any effect of co-worker relations on employees' job satisfaction?
3. Is there any effect of the level of empowerment on employees' job satisfaction?

Questions related to demographic and organization characteristics

1. Does the effect on employees' job satisfaction vary according to age?
2. Does the effect on employees' job satisfaction vary according to experience?
3. Does the effect on employees' job satisfaction vary according to educational level?
4. Does the effect on employees' job satisfaction vary according to managerial level?

Hypotheses: The questions above help in constructing the following hypotheses:

- H1: There is a significant effect of work environment on employees' job satisfaction.
- H2: There is a significant effect of work relations with the co-worker on employees' job satisfaction.
- H3: There is a significant effect of the level of empowerment on employees' job satisfaction.
- H4: Employees' job satisfaction varies according to age.
- H5: Employees' job satisfaction varies according to experience.
- H6: Employees' job satisfaction varies according to educational level.
- H7: Employees' job satisfaction varies according to managerial level.

SIGNIFICANCE OF THE STUDY

The researcher believes that this study is important for two reasons:

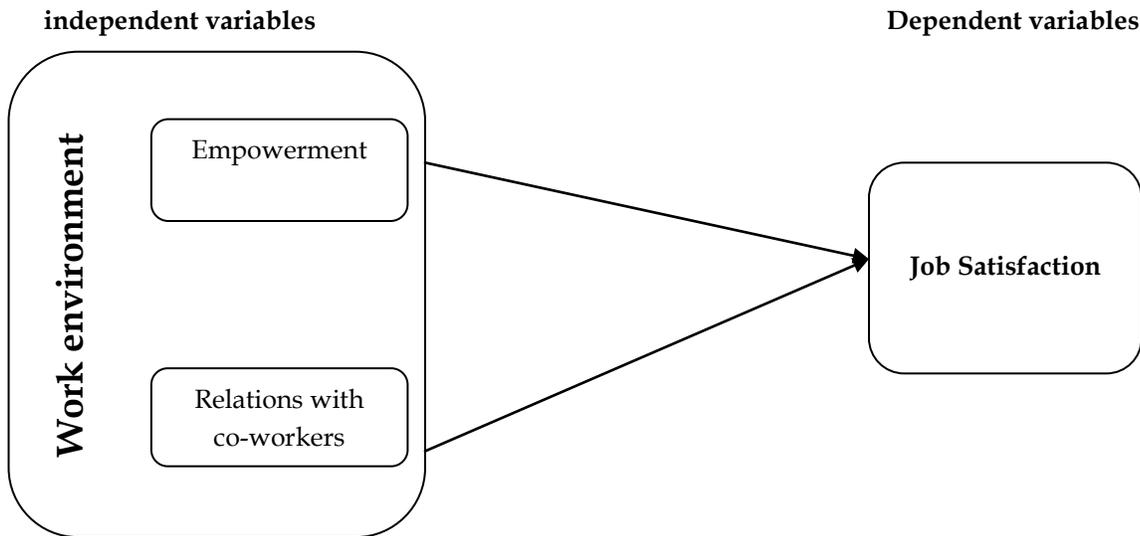
The first reason: Several studies track the relationship between different work environment dimensions that affect employees' job satisfaction, nevertheless the researcher did not find any research of the kind conducted in Tabuk companies.

The second reason: The researcher believes that the recommendations of this study will be helpful to the studied company in dealing with its employees, thus achieving their satisfaction and exerting more effort in the behalf of their company.

THE THEORETICAL MODEL

In the light of the dependent and independent variables of the study, and with reference to its questions and hypotheses, the following model is constructed.

The model of The impact of work environment on employees job satisfaction



Today's knowledge of economy requires investments in the organization's human capital and creating a work environment where employees excel at their jobs, and employees' job satisfaction plays an important role in determining how organizations lead challenges in implementing effective human development strategies to improve organizational performance and accountability (Komal, 2007). On the other hand, staff-empowered organizations tend to be characterized by created communication between upper and lower management and an increased ability to respond to the environment, so staff is said to be empowered if there is a delegation of authority and distribution of opportunities to participate in the decision-making process (J. Forbes, 2011).

THE NATURE OF JOB SATISFACTION

One of the leading challenges in today's accelerating environmental changes is employees' job satisfaction which has always been important for organizations in their competitive environment.

Job satisfaction is considered to be a remarkable area of discussion to many researchers in management, psychology, organizational behavior and human resource management (Rizwan et al, 2010), and researchers pay attention to how job satisfaction is explained, how employees are active to come to work, and how they get enforced to perform their jobs. They tried to find out things that make employees happy in performing their work and, thus, do not leave their jobs. In their book in *Organizational Behavior*, Stephen and Timothy (2009, p 117) argued that job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics.

Other researchers explained and defined job satisfaction as an emotional state resulting from experience at work. The emotions involved in employees' satisfaction can affect the decision of an employee to remain or leave the company (Joel, 2004). Other previous literature defined job satisfaction as the extent to which an employee feels positive or negative about various aspects of the job. Most people don't like everything about their work, so their overall satisfaction depends on how they feel about several components, such as work, pay, promotions, co-worker, and supervision. Among the key correlations of job satisfaction are stronger motivation, job involvement, organizational commitment, life satisfaction and less absenteeism, tardiness, turnover and perceived stress. Job performance seems to be positively correlated with job satisfaction. (Kinicki, 2006).

Job satisfaction can be affected by many factors where empowerment is considered to be one of these. A number of organizational studies found that empowered workers are more likely to be satisfied with their jobs. They suggested that empowerment has a motivational effect on workers, and that employees are more likely to consider their management and their work relations trustworthy and devote themselves to the organization (Gyumin Lee et al, 2011).

Employee empowerment is identified as a sense of intrinsic motivation that helps employees to be self-motivated and committed individuals who feel responsible to perform at high levels of effort and quality of work (Rizwan et al., 2010). Empowerment is defined as creating a working environment where employees are allowed to make decisions on their own regarding specific work related situations. These decisions could be small or large and their effects depend upon the employer and how much authority the latter has given to the employee. On the other hand, employees are deemed to be empowered in two main types of empowerment: first, the structural empowerment that comes as a result of the delegation of power by managers to employees, and second, the psychological empowerment based mainly on self-determination and intrinsic value (Joel, 2004).

In addition to many other factors, co-worker relations are considered to be of a vital effect on the employees' job satisfaction. Social network theory has shown that social support from co-worker networks serves as a resource that affects job satisfaction. Social support has been defined broadly as the availability of helping relationships. Social support makes a person believe that he is being taken care of, esteemed and valued (Abdallah, 2011).

Prior studies have shown that social support can originate from a number of sources such as supervisor, colleagues, family, and friends. They argued that co-worker relationships have an important influence on employee organizational commitment that results from employees' job satisfaction, and that close relationships with one's co-worker increase job satisfaction and organizational commitment. These studies also found that co-workers support and satisfaction with others both correlate positively with the overall job satisfaction (Abdallah, 2011).

In addition more related studies were reviewed to enrich the study, the following studies are arranged according to the most recent as follows:

PREVIOUS RELATED STUDIES

Due to the competitive nature of job environment and its dimensions, there are many studies which tried to investigate the impact of these dimensions on the organizations performance.

The following studies are arranged from old to recent studies:

Thomas et al study (2005) investigated the relationship between work environment factors and job satisfaction among rural behavioral health professional. It found significant positive relationship between job satisfaction and work environment factors of support, involvement, and innovation among rural behavioral health professional and professional staff.

Anbreen(2008) examined the important aspects of team empowerment and team performance. It showed the relationship between team empowerment and its effects on team performance in Pakistani firms. By using descriptive and quantitative analyses, the study found that increasing the level of team empowerment results in higher level of performance.

Mahmoud's study (2008) aimed to investigate the relationship of nurses' job satisfaction with organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. The result of this study revealed that a positive correlation existed between the dependent variable: job satisfaction, and the independent variables: organization commitment and support, level of education and transformational leadership where a positive correlation was found between job satisfaction and education level, and a strong correlation between the nurses' job satisfaction and their organization commitment.

Drita and Ted (2009), in their study "The levels of Empowerment Impact on level of Employee Job satisfaction" aimed to define empowerment concept in hospitality industry, especially among hotel front-line employee in Albania and the impact of empowerment on job satisfaction in three or four star hotels.

The study concluded that there is a positive impact of empowerment on employee job satisfaction. The study also concluded that empowering employees is critical to the components of services organization, especially in hospitality industry and sometimes is the only way to survive in the new, highly competitive global economy which focuses on developing an organization culture and structure.

A dissertation submitted by Gemma Bateman (2009) under the title: "Employees` perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit" aimed to investigate the following hypotheses:

- Perceived co-worker support will be positively related to job satisfaction and negatively related to work stress.
- Perceived co-worker support will have a direct negative effect on intentions to quit.
- Co-worker support moderates the relationship between job satisfaction and intention to quit and between work stress and intention to quit.

The study found that there is a strong significant positive relationship between co-worker support and job satisfaction. The correlation analysis showed there is a significant negative relationship between co-worker support and intentions to quit and the correlation matrix showed that there is a positive relationship between co-worker support and job satisfaction.

The study conducted by Ahmed et al (2010) "Factors Effecting Job Satisfaction of Employees in Pakistani Banking Sector" focused on determining the impact of various human resource management practices like job autonomy, work environment, and leadership behavior on job satisfaction. The findings of the study indicated that there is a positive and significant link between job satisfaction and the selected human resource management practices.

In order to understand the relationship between job satisfaction, productivity, absenteeism and turnover among healthcare employees, Jackie (2010), in his research dissertation, determined the factors influencing job satisfaction among healthcare professionals at South Rand Hospital. The results of the study showed a low level of job satisfaction, and there was no association between job satisfaction and socio-demographic characteristics. He concluded that satisfaction with one's job can affect not only motivation at work but also career decisions, relationship with others and personal health.

In (2011) Yuhani Abdul Aziz undertook a study on the effect of empowerment and emotions on employees' job satisfaction in hotel service environments. The study aimed to empirically investigate the relationship of empowerment on both positive and negative emotions, to test whether the empowerment has association on employees' job satisfaction. One of the study hypotheses regarding empowerment was: perceived empowerment is positively related to employees' job satisfaction. The findings indicated that empowerment has a significant impact on employees' job satisfaction.

In order to highlight the relationship between employee empowerment, job satisfaction, and employee commitment with the organization, Aamir and Ayesha (2011) conducted their study that focused on employee empowerment and how empowerment is related to job satisfaction and employee's commitment with the organization in the banking sector of Pakistan. Findings of the study support hypothesis which contend that employee empowerment positively affects the job satisfaction and found that job satisfaction has a positive impact on employee's commitment.

A study of She-Cheng and Djennifer(2011) under the title "Impacts of coworkers' relationships on organizational commitment- and intervening effects of job satisfaction" aimed to explore the correlations between coworkers' relationship and job satisfaction/organizational commitment in the service industry and facilitate study on the effect of job satisfaction as an intervening variable, with a goal to understand the correlations between coworkers' relationship, job satisfaction, and organizational commitment.

The findings of the first hypothesis of the study: "Coworkers' relationship has positive effect on job satisfaction" declared that this research shows that coworkers' relationship has significant positive effect on job satisfaction.

Saveanu and Saveanu (2011) tried to find out to what extent the work environment as well as personal motivations for work affects job satisfaction. The study aimed at explaining the identified differences regarding the individuals' attitudes towards their work life as work occupies most of their daily lives. The main findings of this study suggest that even though work is seen as very important by Romanians, the main explanatory factor of job satisfaction at a general level is connected to economical status provided by a certain job.

Padmakumar et al, 2011, conducted a study titled "Work environment, Service Climate, and customer Satisfaction: Examining Theoretical and Empirical connections". His study aimed to examine the relationships among services climate, employee job satisfaction, employee engagement and customer satisfaction. The findings indicated that work environment is positively correlated to services climate, and service climate positively influences the employee job satisfaction. On the other hand, employee engagement positively influences job satisfaction and employee job satisfaction positively influences customer satisfaction. The final conclusion of the study is motivation, sense of empowerment, comfort with product, and employees' level of training determine the quality of the experience they produce.

A study done In 2011 by Budiyanto and Hening to analyze and examine empirically the influence of job motivation, work environment, and the leadership on organization citizenship behavior and job satisfaction. One of the study hypotheses focused on analyzing and examining many variables including work environment and its affect on job satisfaction. The result of the study regarding work environment variables concluded that work environment or workplace has a significant effect on job satisfaction, and that job satisfaction in return significantly influences the quality of public services in the studied society.

Tamela& Ron (2011) conducted a study to define how important situational constraints are in understanding job satisfaction and to explore the relationship between the two variables. The study focused on the potential influence of environmental factors, such as situational constraints on the employee job satisfaction. The findings of the study indicated that the workers with higher job satisfaction perceived fewer constraints related to their supervisor, and found that certain situational constraints are critical and then should be given more attention by the organization interested in improving worker satisfaction through manipulating of job context factors.

To explore to what extent the employees were satisfied with different dimensions of their jobs, and to investigate the impact of work motivation on job satisfaction, (Rizwan et al, 2010) conducted a study in mobile communication service organizations of Pakistan and studied motivation as one of the work environment conditions. They found that work motivation has a positive effect on job satisfaction. They suggested that job satisfaction formulated an employee more considerate and concerned for the organization, and that job satisfaction would be achieved when an employee is motivated to do work by his own will through providing him with appropriate work environment, support of supervisors, empowerment, and a sense of autonomy.

RESEARCH METHODOLOGY

Research Design

Data was collected through questionnaires as the questionnaire is able to get a lot of information from a large number of people in a short period of time, and it helps to achieve high levels of reliability (Mateev, 2002), but in spite of its advantages, a questionnaire has many limitations that include low return rate and its problems cannot be answered or corrected (Mitchell & Zolly, 2004).

Responses were numerically coded to make the data actionable. The questionnaire was used to define the employees' job satisfaction at Saudi Electricity Company in Tabuk.

Population of the Study

The study population consisted of all employees in Saudi Electricity Company in Tabuk where all participants were males.

Sample Size

A simple random sample was used to gain the selected sample . participants were contacted by researcher and invited to complete the self – administered questionnaire.

Tools and Data Collection

Details of the instrument

A structured self-administered questionnaire was used to collect data from the participants. It consists of two parts. The first part of the questionnaire consisted of demographic and organizational characteristics: age, qualification, years of experience and the management level. The second part consisted of questions to describe the empowerment variable, the relations with co-workers variable, and the employees' job satisfaction where each variable consisted of (7) items. Likert scale was used in the questionnaire as the use of this method appears to have been accepted in behavioral and attitudinal research including employee satisfaction (Joel, 2004). The five-point Likert scale was used and ranged from strongly disagree to strongly agree with the questionnaire items.

Validity and Reliability

To ensure content validity of the instrument, the draft questionnaire was submitted to the supervisor for evaluation of the relevance of each item.

Some questions were omitted and others were added to assure consistency and validity of the items. The reliability test using SPSS was conducted to examine the internal dependability of the constructs reliability by computing the Cronbach's alpha.

Limitations of the Study

Main limitations of the study:

- Unwillingness of respondents as it seems difficult to convince many respondents to fill the questionnaire and to contribute to the study.
- Small area of research as this study is limited to two dimensions of the work environment to analyze.
- Analysis depends on questionnaires which includes personal judgment of the participants giving room to some bias.
- Due to the Saudi culture, there were no females in the Saudi Electricity Company in Tabuk and so the study is limited to males.
- Short time period of time as this study is limited by specific time to be submitted.

Sources of Data

Two sources of data were used in this study:

- Secondary data obtained from books, e-books, articles and researches from the Internet, and researches from periodicals of the EBSCO database to fulfill the theoretical side of the study and to construct the questionnaire of the study.
- Primary data obtained from the respondents' answers to the distributed self-administered questionnaire of this study.

DATA ANALYSIS

The statistical software SPSS was used to analyze the generated data. Descriptive and inferential statistical analysis was employed.

- Statistics were based on percentages and frequencies for the demographic characteristics.
- Factor analysis was employed to reduce the number of elements of each variable to be studied and to see how they are interlinked

- Simple regression was used to test the effect of each independent variable on the dependent variable. SPSS was further used to perform an analysis of variance ANNOVA to test if there is any difference between variables.
- Kruskal-Wallis test was performed as a non-parametric method for one-way analysis of variance used to determine if any of the four socio-demographic characteristics affect job satisfaction.

RESULTS

The results are presented in two parts: the first part describes the overall findings of the descriptive statistics of the demographic and organizational characteristics, while the second part describes the statistical analyses of the impact of the independent variables on the dependant variable.

Before analyzing any data each scale had, a reliability analysis was performed to ensure its internal consistency. The Cronbach's alpha estimated for empowerment items was (0.949), and for co-worker relations was (0.955). Internal reliability for both variables items that were used to investigate their impact on job satisfaction were (0.974), and the overall job satisfaction scale was (0.977).

Factor analysis was performed on the potential items of the questionnaire to reduce the number of factors to simplify the analysis and abbreviations were used for each potential item. This procedure resulted in a three-factor model that explained approximately (77%) of the variance.

Descriptive Statistics

Socio-demographic characteristics

Performing the descriptive statistics of the socio-demographic characteristics provided the researcher with the following findings:

A total of (56) respondents participated in this study. Table (5.1) indicates that approximately (70%) of the employees were between 25 and 40 years old, and around two thirds of them (64%) were bachelor degree holders and this means that the company is operated by educated young employees.

Table-5.1: Socio-demographic characteristics of respondents

Variable		Frequency	Percent
Age	Below 25 years	6	10.7
	25-40 years	39	69.6
	Above 40 years	11	19.6
Qualifications	Diploma	17	30.4
	Bachelor	36	64.3
	Master or PhD	3	5.4
Experience	1-5 years	23	41.0
	6-10 years	18	32.1
	11-15 years	11	19.6
	16 years or more	4	7.1
Managerial level	Top management	5	8.9
	Middle	18	32.1
	Low	33	58.9
n = 56			

Regarding the years of experience with the company, the results shows that (41%) of the respondents have an experience between (1-5) years, while approximately (32%) of the have an experience of (6-10) years. From the percentages, it is noticed that approximately (60%) of the respondents have relatively long duration with the company (more than (5) years).

As to the managerial level, employees placed in low managerial levels were two third (59%) of the respondents while top managers were approximately (9%) of the respondents, and middle management were approximately (32%), and this is due to the popular distribution of positions in any organization.

Work environment dimensions

As for the respondent's answers, descriptive statistics was performed to test if there are any deviations in the respondents' answers. Table (5.2) of the employee empowerment and co-worker relations items shows that the respondents have high feelings of empowerment in their work as it reveals from the values of the items means shown in the table which range from (3.43) to (3.75) and the mean of all the items together (3.59) with a relatively small standard deviation of (0.958), and standard deviations for the items ranges from (0.988) to (1.240) which indicates that there are no differences between the respondents answers towards empowerment level.

Table.5.2: Means and Standard Deviations of the Work Environment dimensions Items

	Variable Items	Mean	Std. dev.
Employee Empowerment	1.My supervisor delegates authority to me when needed	3.64	1.017
	2. I can decide what means to use to complete my job	3.75	1.100
	3.I feel free to express my opinions without worrying about negative consequences	3.59	1.058
	4.I have clear understanding of the company future directions	3.48	1.144
	5. I can communicate with my supervisor as needed with work problems or concerns	3.66	1.240
	6. I believe that my manager listen to my ideas and suggestion about improving the work	3.61	1.090
	7. I am given the resources I need to do my job successfully	3.43	0.988
		3.59	0.958
Co-Worker Relations	1. The meetings that I have with my co-workers and supervisors help me to get my job done	3.73	0.924
	2. I believe that all the divisions in the company interact and work together to achieve a common goal	3.36	1.034
	3. There is a spirit of we're all in this together across work groups.	3.66	1.066
	4. I am and the co-workers cooperate to get the work done	3.75	1.100
	5. I am treated with respect by others with whom I work.	3.82	1.295
	6. I don't mind working hardest for my Co-workers	3.79	1.217
	7. I exchange confidences with my Co-workers	3.66	1.225
		3.68	1.003
Work environment		3.64	0.962

In addition, Table (5.2) shows that the respondents believe that their relations with co-workers are characterized by cooperation and coordination among workers and divisions, and that all employees respect and help each other. These results are obvious in the table from the values of the items means which range from (3.36- 3.82) and the mean of all the items of the co-worker relations together (3.59) with a relatively small standard deviation of (0.958). Standard deviation of the items ranges (0.924-1.295) which indicates that there are no differences between the respondents answers towards the co-worker relations.

The mean (3.64) and the standard deviation (0.962) of the sum of both variables that construct the independent variable – work environment- also reveals that the respondents strongly agree that their work environment is good.

Employee job satisfaction dimensions

The respondents are highly satisfied with their jobs as their answers of the items means shown in table (5.3)

Table.5.3: Means and Standard Deviations of the Employee Job Satisfaction Items

Variable	Variable Items	Mean	Std. dev.
Job Satisfaction	1. I enjoy working at [My company] and intend staying for the foreseeable future.	3.48	1.079
	2. I am happy to encourage friends and colleagues to work at my company	3.38	1.019
	3. feel fairly well satisfied with my present job	3.46	1.026
	4. I spend parts of my day thinking about a better job	3.39*	1.039
	5. I find much of my job repetitive and boring	3.57*	0.783
	6. I have an increasingly bad attitude toward my job	3.34*	1.164
	7. I live for weekends and days away from the job	3.41*	0.930
		3.43	0.772
* the reversed values of the scale were used to simplify analysis. The means here indicate the opposite attitude of the respondent.			

The means ranged from (3.38) to (3.57) and the mean of all the items together is (3.43) with a relatively small standard deviation of (0.772), and standard deviations for the items ranges from (0.783) to (1.164) which indicates that there are no differences between the respondents answers towards their job satisfaction.

INFERENTIAL STATISTICS

To find out the effect of the independent variables on job satisfaction, simple regression was performed with the analysis of variance ANOVA and the coefficients. These findings are presented in the tables below.

The effect of work environment dimensions on job satisfaction

To test the effect of work environment on job satisfaction simple regression was performed where table (5.4) below shows the findings through testing the hypotheses of the study.

H1: There is a significant effect of work environment on the employees' job satisfaction.

The hypothesis addressed the relationship between work environment and employees' job satisfaction. The group of the fourteen items of work environment were summed and compared to the sum of the seven items of the employees' job satisfaction.

(R²= 0.769) reveals that approximately (77%) of the variance in the employee job satisfaction can be explained by the work environment variable. The analysis of the relationship between work environment and job satisfaction shows that (r =0.877, p<0.05) indicates a strong positive relationship between the two variables. The large value of (F= 180.071, p<0.05) reveals that the model is statistically significant. These findings lead to support the first hypothesis that there is a significant effect of work environment on the employees' job satisfaction.

Table.5.4: Effect of work environment on job satisfaction

Model Summary					
R= 0.877		R ² = 0.769		Adjusted R ² = 0.769	
ANOVA					
Model	Sum of squares	Df	Mean square	F	Sig.
Regression	25.208	1	25.208	180.071	0.000
Residual	7.559	54	0.140		
Total	32.768	55			
Coefficients					
Model	B	Sts. Error	Beta	T	Sig.
Constant	0.746	0.197		3.781	0.000
Work Environment	0.704	0.052	0.877	13.419	0.000

The effect of co-worker relations on job satisfaction

The second hypothesis addressed the relationship between co-worker relations and employees' job satisfaction. Table (5.5) below contains the findings.

Table.5.5: Effect of co-worker relations on job satisfaction

Model Summary					
R= 0.858		R ² = 0.737		Adjusted R ² = 0.732	
ANOVA					
Model	Sum of squares	df	Mean square	F	Sig.
Regression	24.135	1	24.135	150.975	0.000
Residual	8.633	54	0.160		
Total	32.768	55			
Coefficients					
Model	B	Sts. error	Beta	T	Sig.
Constant	0.876	0.205		4.276	0.000
Co-worker R.	0.660	0.054	0.858	12.287	0.000

H2: There is a significant effect of co-worker relations on the employees' job satisfaction.

By using the simple regression, table (5.5) shows that (R²= 0.737) and this reveals that approximately (74%) of the variance in the employee job satisfaction can be predicted by the co-worker relations. The analysis of the relationship between the co-worker relations and job satisfaction shows that (r =0.858, p<0.05) indicates a strong positive relationship between the two variables. The large value of (F= 150.975, p<0.05) reveals that the model is statistically significant. These findings lead to support the second hypothesis that there is a significant effect of co-worker relations on the employees' job satisfaction.

The effect of employee empowerment on job satisfaction

The third hypothesis addressed the relationship between the level of employee empowerment and employees' job satisfaction. The findings are shown in table (5.6) below.

Table.5.6: Effect of empowerment on job satisfaction

Model Summary					
R= 0.862		R ² = 0.743		Adjusted R ² = 0.738	
ANOVA					
Model	Sum of squares	df	Mean square	F	Sig.
Regression	24.351	1	24.351	156.239	0.000
Residual	8.416	54	0.156		
Total	32.768	55			
Coefficients					
Model	B	Sts. error	Beta	T	Sig.
Constant	0.811	0.207		3.924	0.000
Empowerment	0.695	0.056	0.862	12.500	0.000

H3: There is a significant effect of the level of empowerment on the employees' job satisfaction.

Using the simple regression, ($R^2= 0.743$) reveals that approximately (74%) of the variance in the employee job satisfaction can be predicted by the level of employee empowerment. The analysis of the relationship between the level of employee empowerment and job satisfaction shows that ($r =0.862$, $p<0.05$) indicates a strong positive relationship between the two variables. The large value of ($F= 156.239$, $p<0.05$) reveals that the model is statistically significant. These findings lead to support the third hypothesis that there is a significant effect of the level of employee empowerment on the employees' job satisfaction.

As a conclusion of the first three hypotheses of this study, it is shown that the linear relationship between work environment, employee empowerment, co-worker relations, and the employee job satisfaction was tested and all three hypotheses were supported.

The effect of socio-demographic characteristics on job satisfaction

To test the fourth, fifth, sixth and seventh hypothesis, Kruskal-Wallis test was performed to extract the Chi-Square value to solve the problem of the presence of small frequencies in some categories of the socio-demographic characteristics, so categories were grouped to find out their mean ranks to be able to detect the relationship between each variable with the employees' job satisfaction. The results of the test are shown in table (5.7).

Table.5.7: Effect of socio-demographic characteristics on job satisfaction

Variable	Chi-Square	df	Asymp. Sig.
Age	2.242	2	0.326
Experience	0.467	3	0.926
Educational level	2.242	2	0.326
Managerial level	8.432	2	0.015

H4: Employees' job satisfaction varies according to age.

The findings show that ($P = 0.326$), so there was no statistically difference among respondents attributed to difference in age as ($P>0.05$) which means that job satisfaction does not vary among employees according to their ages.

H5: Employees' job satisfaction varies according to experience.

The findings show that ($P = 0.926$), so there are no significant difference among participants attributed to difference in experience as ($P>0.05$) which means that experience is not significant to employee job satisfaction.

H6: Employees' job satisfaction varies according to educational level.

The findings show that ($P = 0.326$), so there are no significant difference among participants attributed to difference in educational level ($P > 0.05$). This indicates that educational level is not significant to employee job satisfaction.

H7: Employees' job satisfaction varies according to managerial level.

The findings show that ($H(2) = 8.432, P = 0.015$), so there is a statically significant difference between the different managerial levels.. This indicates that managerial level is significant to employee job satisfaction.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Discussion

The purpose of this study was to determine the impact of the work environment on the employees' job satisfaction. Statistical techniques were used to determine validity and reliability of the items, and from these analyses twenty one items were selected to finalize each of the three variables used with seven items.

Descriptive Statistics

As to the employees socio-demographic characteristics, the results showed that approximately (70%) of the employees were between 25 and 40 years old, and around two thirds of them (64%) were bachelor degree holders and this means that the company is operated by educated young employees. As to experience, the results shows that approximately (60%) of the respondents have relatively long duration with the company more than (5) years, and this reflects the employees satisfaction that does not lead them to look for other opportunities elsewhere.

As to the managerial level, employees placed in low managerial levels were two third (59%) of the respondents while top managers were approximately (9%) of the respondents, and middle management were approximately (32%), and this is due to the popular distribution of positions in any organization.

Regarding the analyses of the respondents answers for work environment items, it is observed that the employees showed high job satisfaction which was concluded from the high means and small deviations of their responses.

The highest means for the items of employee empowerment (3.75) was to item 2 "I can decide what means to use to complete my job" and (3.66) for item 5 "I can communicate with my supervisor as needed concerning work problems or concerns". It can be concluded that the employees feel free and responsible for selecting the means of doing their jobs by their own decisions and they can give their own suggestions through open communication channel with their supervisors.

On the other hand, the lowest means (3.48) for item 4 "I have clear understanding of the company future direction" and mean (3.43) for item 7 "I am given the resources I need to do my job successfully". Although these two items have high means but they are the lowest among the other items. Recommendations can be given regarding these two issues.

The highest means for the items of co-worker relations (3.82) was to item 5 "I am treated with respect by others with whom I work" and (3.79) for item 6 "I do not mind working hardest for my co-workers". It can be concluded that the employees feel a sense of respect from their colleagues and that there is a friendly and cooperative environment.

The lowest means (3.36) for item 2 "I believe that all the divisions in the company interact and work together to achieve a common goal". Although the mean is high, but if compared to other items, it is lower than any of them. This result can be included in the recommendation section.

The means for the items of job satisfaction were close to each other and it reflects that most of the employees enjoy their work and intend to stay at their work in the company, and encourage their friends and colleagues to join them, and they do not think of searching for another job. These findings show clearly that employees are satisfied at work.

Inferential Statistics

Work environment and its relationship to employee job satisfaction:

Using the group of items for work environment and employee job satisfaction, the analysis of the relations reveals a significant positive relationship ($r = 0.877$, $p < 0.05$) between the two variables. This relation is consistent with other studies conducted in other settings (Thomas et al, 2005 ; Ahmed et al, 2010 ; Rizwan et al, 2011 ; Budiyanto, 2011 ; Tamela and Ron, 2011 ; Saveanu and Saveanu, 2011 ; Padmakumar, 2011).

Co-worker relations and relationship to employee job satisfaction

The findings of the study indicated that there is a strong positive relationship between the co-worker relations and the employee job satisfaction where ($r = 0.858$, $p < 0.05$). This relation is consistent with other studies conducted in other settings (Gemma Bateman, 2009; She-Cheng and Jennifer, 2011).

Employee empowerment and its relationship to employee job satisfaction

The findings of the study revealed a strong positive relationship between the level of employee empowerment and the employee job satisfaction where ($r = 0.862$, $p < 0.05$). This relation is consistent with other studies conducted in other settings (Anbreen, 2008; Drita and Ted, 2009; Aamir and Ayesha, 2011; Yuhanis, 2011).

Socio-demographic characteristics and its relationship to employee job satisfaction

Depending on the age, experience, educational level and managerial level to find if there is any effect caused by any on job satisfaction, the mean ranks and chi-square results showed that there was no relationship between age, experience and educational level on job satisfaction, but that there is a strong positive relationship between the managerial level and the job satisfaction. This result is partially consistent with (Jackie, 2020) who concludes that there is no relation between the socio-demographic characteristic including the managerial level.

On the other hand, the result is different from the findings reported by (Mahmoud, 2008) which concluded that level of education has positive correlation with job satisfaction.

Conclusions

The researcher tried to determine the effect of work environment including co-worker relations and employee empowerment, in addition to some socio-demographic characteristics, on job satisfaction using the self-administered questionnaire. Both descriptive and inferential statistics were performed to analyze the collected data.

The findings of the study revealed high job satisfaction among the employees in the Saudi Electricity Company in Tabuk attributed to the level of empowerment they practice, and the relation of cooperation and respect among co-workers which makes the work environment enjoyable and comfortable to employees leading to their satisfaction.

The findings lead to many recommendations to the company and to other researchers.

Recommendations

- The company should communicate its vision to its employees as some feel that they do not have a clear idea about the future direction of the company.
 - The company should provide its employees with the needed resources to fulfill their jobs successfully.
 - The company should focus on the coordination among the various divisions of the company as some employees feel there is a lack of coordination among some divisions.
 - This study is limited to two work environment dimensions where future research may seek additional dimensions in many industries.
 - Researchers, who want to do research on such variables, should observe the validity of the model and mediating variables that may affect the relationship strongly.
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