

The Relationship Between Working Environment and Job Satisfaction Among Employees Petronas Carigali Sdn Bhd Miri, Sarawak

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Abstract

Most employers today would like to have their employee's satisfaction and ready to work, but do not understand what truly influences a person. However, not all of the employees satisfied with their working environment which can influence their productivity and job satisfaction towards the organization. The purpose of this study was to find out the relationship between Working Environment and Job Satisfaction at Petronas Carigali Sdn Bhd (PCSB) Miri Sarawak. Data was collected using a self-directed questionnaire composed of objects with five-point Likert scale. A total number of 110 employees was identified from two division in the Petronas Carigali Sdn. Bhd. To assess the relationship between working environment and job satisfaction a simple random sampling methodology was implemented. A total 90 respondents from two different division in Petronas Carigali Sdn. Bhd. Miri, Sarawak was participated in the findings. Result of the findings showed that the relationship with Job Safety and Security is the most contributing factor of working environment. Overall, all three factor of Working Environment such as working hours, Job safety and security, and Co-worker Relationship have positive relationship in Petronas Carigali Sdn Bhd. Miri, Sarawak. It is therefore recommended that a new model for the independent variable should be developed by future researcher.

Keywords: Working environment, job satisfaction, working hours, job safety, job security, co-worker relationship

1. Introduction

Employee satisfaction is a crucial aspect of organizational success, as it influences productivity, retention, and overall workplace dynamics. Tarzarina (2019) emphasizes that employees expect their workplace environment to align with their responsibilities, reflecting Chandrasekar's (2011) notion that organizational success mirrors the quality of the work environment. Vroom (1964) defines job satisfaction as individuals' feelings towards their roles in the workplace. Job satisfaction is multidimensional, incorporating psychological, physiological, and environmental factors (Hoppock & Spiegler, 1938). It plays a pivotal role in enhancing employees' performance and organizational outcomes. Organizations face challenges in maintaining employee satisfaction due to the complex nature of the work environment (Raziq & Maulabakhsh, 2015). Despite its importance, only a fraction of organizations prioritizes employee satisfaction, leading to downward trends in job satisfaction levels. This raises concerns about organizational readiness to address employee satisfaction and the subsequent impact on turnover rates.

Petronas Carigali Sdn Bhd Miri, located in Sarawak, Malaysia, plays a significant role in the country's oil and gas sector. Established in 1974, Petronas has grown into a global oil giant, with its subsidiary, Petronas Carigali Sdn Bhd (PCSB), involved in oil

exploration and production in Malaysia and beyond. The study aims to examine the factors influencing the working environment, assess the level of job satisfaction among employees, and determine the relationship between the working environment and job satisfaction at Petronas Carigali Sdn Bhd Miri, Sarawak. The study proposes hypotheses to explore the relationships between the working environment and job satisfaction. Hypotheses include assessing the significance of working hours, job safety and security, and the influence of co-worker relationships on job satisfaction. This study contributes to the body of knowledge by shedding light on the relationship between the working environment and job satisfaction in Malaysia, particularly within Petronas Carigali Sdn Bhd Miri. It provides insights for future research and offers valuable information for organizations seeking to enhance employee satisfaction and organizational performance. The study's scope is limited to Petronas Carigali Sdn Bhd Miri, Sarawak, which may restrict the generalizability of the findings to other populations. However, the insights gained can still inform organizational strategies and future research endeavours.

2. Literature Review

The literature review focuses on exploring the relationship between various independent variables and job satisfaction, with an emphasis on the working

environment. Independent variables discussed include working hours, job safety and security, and co-worker relationships. The working environment encompasses the physical, psychological, and social aspects of the workplace. Salunke (2015) emphasizes its impact on employee satisfaction, productivity, and turnover rates. Gitahi (2015) and Agbozo et al. (2017) further elaborate on its components, including physical conditions, psychological factors, and social interactions. Working hours significantly impact job satisfaction. Flexible work schedules, as suggested by Messenger (2018), can enhance work-life balance and job satisfaction. Job safety and security are crucial for employee well-being and satisfaction. Huang et al. (2016) stress the importance of a positive safety climate and its impact on employee satisfaction and organizational performance. Additionally, job security, as defined by Arabi (2000), influences job satisfaction and employee commitment. Positive co-worker relationships foster a supportive work environment and contribute to job satisfaction. S. C. Lin & J. S. J. Lin (2011) emphasize the importance of trust and communication among colleagues. Stafford et al. (2000) highlight the role of interpersonal relationships in fulfilling employees' social and emotional needs. It is supported by Margaretha et al. (2021), psychological meaning is a significant factor in determining how engaged employees are at work. Superiors play a significant role in shaping employees' job satisfaction. Rast & Tourani (2012) emphasize the importance of supportive leadership and effective communication. Motivation, communication, and trust, as mentioned by Masood et al. (2014), are essential tools for enhancing workplace satisfaction. Job satisfaction encompasses employees' attitudes and feelings toward their jobs. Job satisfaction is another word for the joyful or pleasant feelings that arise from evaluating a person's work and work experience (Permana et al., 2021).

The literature indicates significant relationships between independent variables and job satisfaction. Positive working environments, favourable working hours, job safety and security, and supportive co-worker relationships contribute to higher levels of job satisfaction among employees. These relationships underscore the importance of creating a conducive work environment to enhance employee well-being and organizational performance. In conclusion, understanding the dynamics between independent variables and job satisfaction is essential for fostering a positive workplace culture and improving overall organizational outcomes. Further research is needed to explore the nuances of these relationships and identify additional factors influencing job satisfaction.

2.1 The Relationship between Working Hours and Job Satisfaction

Working time satisfaction is commonly measured using current working hours and preferred working

hours (Ronsen & Kitterod, 2010). This is supported by Wanger (2017), mentioned that unable to work needed hours will cause employees to change careers. (Manzoor et al., 2019) argued that people who are satisfied with the length of their working hours tend to be satisfied with their jobs. Wanger (2017) claimed that employees feel less content with full-time compared with non-standard working hours. This claim was supported by Knaus & Otterbach (2018) that job flexibility seems to increase the possibility of mismatch solution, as mentioned by Wunder & Heineck (2013) as it affects their welfare and happiness. High rates of satisfaction contribute strongly to the productivity of a company. Oswald et al. (2015) mentioned that when employees' productivity rises in relation to flexible working hours.

H01 There is no significant relationship between working hours and job satisfaction.

H1 There is a relationship between working hours and job satisfaction.

2.2 The Relationship between Job Safety and Security, and Job Satisfaction

Employees adjust differently to the impact of elements that cause stress, uncertainty about their roles, or disputes within their roles; these factors have a detrimental effect on workers' welfare and job satisfaction (Shkoler & Tziner, 2020). Because of the potential for job loss, job instability is viewed as a stressor and a cause of anxiety (Debus et al., 2019). According to Tecău et al. (2020), employees who experience workplace insecurity tend to exhibit lower levels of job satisfaction and negatively appraise supervisor effectiveness. It consequently can also then create more effort to perform safely at work and lead to other valuable results for the company, such as enhanced job satisfaction.

H02 There is no significant relationship between job safety and security, and job satisfaction.

H2 There is a relationship between job safety and security, and job satisfaction.

2.3 The Relationship between Co-Worker Relationships and Job Satisfaction

Fass et al. (2006) explained that in an environment where co-worker aid is high, employees can discuss their thoughts clearly and freely and this leads to a better job satisfaction relationship. Based on the research S. C. Lin & J. S. J. Lin (2011) explained that when leader-member relationship (co-worker's relationship) and co-workers' interaction is better, the level of job satisfaction would be higher, as would productive organizational commitment and organizational engagement continuing. According to Liao et al. (2009) mentioned that a strong bond among co-worker improves the rates of job satisfaction. This

is supported Robbin et al. (2003) explained that the better the leader-member relationship and colleague contacts, the higher the job satisfaction level of the employees. Besides that, Tran et al. (2018) reported that the co-worker interaction consistency shows communication performance between the two events and the representation of mutual coordination between the opposite sides. The study further showed that job satisfaction has a positive relationship with how well co-workers coordinate with each other is the better coordination relationship between supervisor and employees, the higher job satisfaction.

H03 There is no significant between co-worker relationship and job satisfaction.

H3 There is a relationship between co-worker relationship and job satisfaction.

3. Methodology

This section presents the methods used to analyze the effect of work environment on job satisfaction at Petronas Carigali Sdn Bhd in Miri, Sarawak. It includes research design, sampling frame, population, sampling technique, sample size, unit of analysis, data collection procedure, research instrument and instrument validity and reliability, and data analysis plan. The study uses a non-experimental correlational research design, which aims to find out the relationship between work environment and job satisfaction. This design, as per Salkind (2012), elucidates the direct correlation between variables without referring causation. The sampling frame comprises the source from which the sample is drawn. In this study, focuses on staff members from two divisions at PCSB Miri, Sarawak, ensuring equal and unbiased representation, as advocated by Salkind (2012). The population consists of 110 employees from the selected divisions at PCSB Miri, Sarawak. This group represents the target respondents for understanding the relationship between the work environment and job satisfaction.

Simple random sampling is employed to select participants, ensuring an unbiased representation from the population. This technique, in line with Hayes (2019), assigns each member of the population an equal chance of selection, promoting fairness and statistical validity. The study targets a sample size of 110 respondents, aligning with the entire population from which it's drawn. The decision to use the entire population is based on Krejcie & Morgan (1970) recommendation, ensuring adequate representation for meaningful analysis.

Questionnaires are distributed online, ensuring ease of access and participation. A structured questionnaire with sections on demographics, working environment, job satisfaction, and recommendations is employed, utilizing a 5-point Likert scale for responses. In summary, the methodology employed in this study ensures robust

data collection and analysis, enabling insights into the relationship between the working environment and job satisfaction among employees at Petronas Carigali Sdn Bhd, Miri, Sarawak. Besides that, this chapter consist of the data that have been collected and analysed from distribution of questionnaire by using the Statiscal Package for Social Science (SPSS) program.

The researcher distributed 110 questionnaires to the employees at Petronas Carigali Sdn. Bhd. Miri, Sarawak. The researcher managed to get 90 questionnaires. Therefore, the survey response rate 81% and results quantitative research conducted using method.

4. Findings & Analysis

This chapter describes the result of the findings gathered from the study on the relationship between Working Environment and Job Satisfaction among employees in Petronas Carigali Sdn. Bhd. Miri, Sarawak.

Table 1. Survey response rate

Number of Set Distributed	Number of Collected	Percentage (%)
110	90	81%

Referring to Table 2, the majority of respondents aged between 31-40 years which represent 27.8% of the respondent's population. Majority of respondents were recorded in more than 21 years length of work category with 32.2% (29) respondents. In terms of distribution of respondents by gender, the number of respondents from female exceeds male by 13.4%.

Table 2. Profile of respondents

Item		Frequency(n)	Percent (%)
Gender	Male	39	43.3
	Female	51	56.7
Age	<30	24	26.7
	31-40	25	27.8
	41-50	10	11.1
	51-60	20	22.2
	>61	11	12.2
Length of work	< 5 years	26	28.9
	6-10 years	19	21.1
	11-15 years	10	11.1
	16-20 years	6	6.7
	>20 years	29	32.2

Referring to Table 3, Cronbach's Alpha for independent and dependent variable, reliability value changes for independent variable for working environment which are working hour (0.838) and job safety and security (0.848) was good reliability, co-workers relationship (0.930) was excellent reliability, While, dependent variable job satisfaction (0.880) was considered as good reliability.

Table. 3 Cronbach's Alpha score

Variables	Scale	No. of Scale	Reliability
Independent Variables	Working Hours	5	.838
	Job Safety and Security	5	.848
	Co-worker Relationship	5	.930
Dependent Variables	Job Satisfaction	5	.880

Correlation analysis defined by Salkind (2012) as an intensity function of the relation between two variables. The correlation analysis value ranges from +1.00 to 1.00 and can be positive or negative. Table 4 below shows the degree of relationship by Salkind (2012).

Table 4. Job satisfaction

Question	Item	Mean	SD
What are the factors of the working environment?	Working Hours	3.9933	.60815
	Job Safety and Security	4.0444	.69008
	Co-worker Relationship	3.4934	.68561
What is the level of job satisfaction?	Working Hours	3.9933	.60815
	Job Safety and Security	4.0444	.69008
	Co-worker Relationship	4.1689	.62381

Based on Table 5, the study found that there was a positive, strong and significant relationship between working environment and job satisfaction ($r=0.711$, $p<0.01$). Therefore, the researcher rejected null hypothesis and H1 was accepted for the study. Raziq & Maulabakhsh (2015) said that the working environment has positive influence on employee's job satisfaction. This is supported by Lee & Brand (2005) said that job satisfaction was increased by conducive working environment.

Table 5. Correlation analysis

Question	Pearson	Sig
Is there any relationship between the working environment and job satisfaction among employees?	.711** Correlation significant at the 0.01 (2 tailed)	.000
Is there any relationship between working hours and job satisfaction among employees?	.495** Correlation significant at the 0.01 (2-tailed).	.000
Is there any relationship between job safety and security, and job satisfaction among employees?	.698** Correlation significant at the 0.01 (2-tailed).	.000
Is there any relationship between co-worker relationship and job satisfaction among employees?	.412** Correlation significant at the 0.01 (2-tailed).	.000

It found that there was a positive, moderate and significant relationship between working hours and job satisfaction ($r=0.495$, $p<0.01$). Therefore, the H2

was accepted for the study. Holtom et al. (2002) mentioned that working hour was related to productive work satisfaction, retention of employees, in-role and out-of-role performance, organizational engagement and a better behavioral. This is supported by Bakotić (2016) studies that employees job satisfaction is affected by different factors, such as scope job, compensation, tension, working conditions, colleague, superior, working hour.

There was a positive, strong and significant relationship between job safety and security and job satisfaction ($r=0.698$, $p<0.01$). H3 was accepted for the study. Amposah & Mensah (2016) mentioned that good management of health and safety as satisfactory and effective, employees experience to maintain an ongoing relationship with the company feeling that their protected within the organization. This is supported by Raziq & Maulabakhsh (2015) mentioned that to contributes to a high level of employee satisfaction and often make the employee more committed to their worker, employees are granted flexible working hour which have an effect on employee efficiency.

Lastly, there was a positive, moderate and significant relationship between co-worker relationship and job satisfaction ($r=0.412$, $p<0.01$) and H4 was accepted for the study. S.-C. Lin & J. S.-J Lin (2011) stated the degree of job satisfaction will be higher, as does the affective organizational commitment and the remaining behavioural contribution if the relationship between coworkers and the interactions between the coworkers is strong.

Table 6 showed the recommendation to improve working environment and job. This data showed most respondents were preferred to work in a flexible working hour and get bonus. Meanwhile the data showed most respondents were not preferred to get a Promotion, reward, allowance, private office and social with colleague.

Table 6. Recommendation to improve working environment and job satisfaction

Question	Scale	Frequency	Percent (%)
Flexible working hour	Yes	49	54.4
	No	41	45.6
Promotion	Yes	38	42.2
	No	52	57.8
Reward	Yes	41	45.6
	No	49	54.4
Bonus	Yes	50	55.6
	No	40	44.4
Allowance	Yes	40	44.4
	No	60	55.6
Latest Technology	Yes	44	48.9
	No	46	51.1
Private Office	Yes	9	10.0
	No	81	90.0
Socialize with colleague	Yes	13	14.4
	No	77	85.6

5. Conclusion and Recommendation

The culmination of this research underscores the intricate relationship between various facets of the working environment and job satisfaction among employees at Petronas Carigali Sdn. Bhd, Miri, Sarawak. By delving into the specific objectives outlined in the study, we can discern significant insights into the dynamics of workplace satisfaction and its determinants. The examination of working environment factors, including working hours, job safety and security, and co-worker relationships has revealed critical correlations with job satisfaction. Notably, the strength of the relationship between job safety and security and job satisfaction underscores its paramount importance in fostering employee contentment within the organization.

Each research objective has been meticulously addressed, illuminating the interplay between the working environment and job satisfaction. The study confirms a robust relationship between the working environment and job satisfaction, emphasizing the significance of factors like working hours, job safety, and co-worker relationships. The study establishes a strong and significant relationship between the working environment and job satisfaction, echoing the sentiments of prior research highlighting the importance of a secure and healthy workplace. Flexible working hours were found to positively influence job satisfaction, aligning with the notion that organizational flexibility fosters employee commitment and efficiency. Job safety and security emerged as pivotal factors in job satisfaction, with their prioritization contributing to a conducive work environment and employee well-being. Co-worker relationships were found to moderately influence job satisfaction, emphasizing the importance of fostering positive interpersonal dynamics within the workplace.

While this study has yielded valuable insights, avenues for future research remain open by expansion of sample size. Future studies could explore broader populations to enhance the generalizability of findings. Sectoral Comparisons by comparing job satisfaction levels between government and private sectors could unveil sector-specific dynamics. By heeding the recommendations and avenues for future research, organizations can cultivate environments conducive to employee well-being and organizational success.

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