

Midocean University

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اثر جودة بيئة العمل على الرضا الوظيفي للعاملين بالتطبيق على قطاع الطاقة

في مدينة الرياض

The effect of the quality of the work environment on job satisfaction of employees in the energy sector in Riyadh.

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Introduction

The human element is considered one of the most crucial factors for the success of organizations, drawing the attention of managers, researchers, and employers alike. This interest encompasses all aspects, methods, and resources that contribute to employee satisfaction, with the work environment being a fundamental aspect in any institution. The work environment significantly impacts the comfort and motivation of individuals, thus influencing their performance. Various management functions, such as organization, direction, control, and decision-making, are most embodied in the work environment. Therefore, human resource management works on developing programs and policies to improve organizational performance by enhancing employee job satisfaction, which is influenced by multiple factors, including the work environment.

Interest in the topic of job satisfaction has been evident among researchers in the fields of psychology and organizational behavior since the early 1930s, making it a vital and important subject as it addresses the human dimension of the workforce, which is considered the most important resource of any organization, controlling other material and technical resources (Al Shihri, 2002). Managers across various organizations continue to show interest in job satisfaction studies. The primary reason for studying job satisfaction is to provide managers with insights and ideas to improve employees' attitudes towards work, the organization, salary, supervision, training, and other factors. It is a comprehensive evaluation process covering all aspects of work, allowing management to identify strengths, weaknesses, and areas for improvement and policy development (Hussein, 2006). Many organizations use surveys and opinion polls to identify and measure employees' attitudes towards work-related matters and organizational policies (Ghawash, 2008).

Riyadh is a thriving hub for the energy industry, hosting numerous companies and institutions specialized in various aspects of energy production, distribution, and management. With the rapid growth and increasing competition in the sector, it becomes necessary to understand the factors contributing to employee satisfaction. Among these factors, the quality of the work environment stands out as a crucial factor.

Aligned with the Saudi Vision 2030 in the energy sector, which aims to achieve diversification and transformation, this research seeks to support this ambitious vision. The Saudi Vision 2030 in the energy sector aims to achieve economic diversification by investing in diverse energy sources and enhancing environmental sustainability. This research aims to study factors that improve the work environment in the energy sector to enhance productivity,

innovation, and efficient utilization of natural resources. The quality of the work environment is expected to contribute significantly to these objectives.

Due to the nature of work in the energy sector, employees are subjected to continuous pressure and have a heavy workload ([Chan and Mackenzie, 2013](#)). Deen (2021) found that retaining energy employees in the industry requires improving salaries, incentives, and enhancing the work environment.

Successful organizations, to ensure their strength and effectiveness, must not only strive for efficiency but also aim for more. The focus of institutions has increased on the environment in which employees perform their tasks, realizing that understanding the work environment has become the optimal way to identify indicators that directly affect human behavior, motivations, and performance. It is the primary means to improve and develop job performance and increase productivity by meeting the psychological, social, and material needs of employees ([Al Muayyad, 2006](#)).

Hence, the importance of this research, which aims to study the most critical factors in the work environment that may impact the level of job satisfaction among employees in the researched organization. The researcher hopes to provide insights highlighting the importance of the work environment in enhancing job performance and employee satisfaction in the energy sector in Riyadh. Additionally, practical, and targeted recommendations will be offered to contribute to improving the work environment and enhancing performance and productivity in this vital sector, ultimately contributing to the success and sustainability of the energy sector in Riyadh and society as a whole.

Research Problem

Job satisfaction remains a topic worthy of research and study periodically because it is crucial in the realm of work and subject to change with evolving circumstances affecting employees. What satisfies an individual currently may not necessarily satisfy them in the future, and individual satisfaction can also be influenced by life stage changes. (Huwaie, 2008)

Considering the administrative reform, political development programs in the Kingdom of Saudi Arabia, particularly in the energy sector, which focus on building an effective Saudi workforce capable of adapting to various environmental changes, the research problem emerges in attempting to understand the level of job satisfaction among individuals working in the energy sector, the research subject. The effective factors in determining these levels are then explored, leading to the following research questions:

The research can be directed towards work environment quality and employee satisfaction in the energy sector in Riyadh by posing the following questions:

- What is the level of employee satisfaction in the energy sector in Riyadh regarding their current work environment?
- What are the factors influencing employee satisfaction in the energy sector and how are they related to the quality of the work environment?
- What are the best practices and policies that can be adopted to improve the quality of the work environment and employee satisfaction in the energy sector?
- Does the quality of the work environment affect productivity and innovation in the energy sector?
- What is the impact of the quality of the work environment on employee retention and their motivation to stay in the energy sector?

The importance and Objectives of the Research

The importance and objectives of the research stem from the significance of the topic it addresses, which is employee job satisfaction. Job satisfaction remains a subject worthy of research and study periodically by leaders and administrative supervisors. Understanding the factors that increase this satisfaction level and the positive and negative impacts it has on employee performance in the organization are crucial. Therefore, the importance of the research arises alongside the following factors:

- The research contributes to supporting the vision of Saudi Arabia 2030 in the energy sector, which aims to achieve diversification and transformation in the sector.
- The research enhances environmental sustainability and the efficient use of natural resources in the energy sector.
- The research helps improve the quality of the work environment in the energy sector, leading to increased productivity, innovation, and the achievement of the Kingdom's sustainable development goals.

Objectives of the Research

The research aims to achieve the following objectives:

- Analyze factors improving the work environment in the energy sector in Saudi Arabia.
- Measure the level of employee satisfaction in the energy sector regarding their current work environment.
- Identify the factors influencing employee satisfaction and the quality of the work environment in the energy sector.
- Determine the best practices and policies to improve the quality of the work environment and employee satisfaction.

Provide practical recommendations to enhance the quality of the work environment and strengthen the role of the energy sector in achieving sustainable development goals in Saudi Arabia.

Research Hypotheses

- ① The Relationship between Work Environment Factors and Enhancing Job Satisfaction in the Energy Sector in Riyadh.
 - There is a significant positive correlation between the quality of the work environment and employee satisfaction in the energy sector.
 - Improving the quality of the work environment leads to increased employee satisfaction in the energy sector.
- ② The Impact of Work Environment Quality on Productivity and Innovation.
 - The quality of the work environment contributes to increased productivity levels in the energy sector.
 - Improving the quality of the work environment enhances employees' ability to innovate and develop new solutions in the energy sector.
- ③ The Influence of Work Environment Quality on Employee Stability and Motivation to Stay.
 - The quality of the work environment affects employee stability and their ability to stay in the energy sector.
 - Improving the quality of the work environment increases employees' desire to continue in their jobs and contribute effectively.

Literature Review

- **Soliman et al, (2023).** The study aims to investigate the impact of the work environment on job satisfaction and turnover intentions (TI) among employees in Egyptian resorts. This study adopted a survey methodology. Questionnaires were distributed to employees in three and four-star resorts, where 401 valid questionnaires (89.11%) were suitable for statistical analysis. The results showed a significant positive relationship between job satisfaction (JS) and the variables of workload and pay (WP) and company support (CS). At the same time, coworker relationships did not affect JS. Additionally, JS had a significant negative impact on employee TI. Moreover, WP had the greatest influence on employee turnover intentions in the resort. The study recommended providing a welcoming work environment for employees by creating a family-friendly work environment.
- **Shorouk Al-Bukhari et al. (2019).** The study aimed to assess the impact of work pressure on work-life balance and job satisfaction among private sector employees in three cities in Saudi Arabia: Riyadh, Jeddah, and Dammam in 2022. Researchers utilized a descriptive analytical approach and surveyed 402 private sector employees across the three cities. The study used questionnaires to gauge work pressure levels and assess work-life balance and job satisfaction among the employees. Statistical Package for the Social Sciences (SPSS) was employed for data analysis, including means, frequencies, and correlation tests. Key findings indicated that work-life balance and job satisfaction among private sector employees were moderate. The study identified that work pressure, particularly prioritizing work over social life and organizational culture, significantly affected employees. Work hours emerged as a significant source of work pressure. The study revealed a statistically significant inverse relationship between work pressure and work-life balance among private sector employees. Additionally, there were significant differences in work-life balance dimensions based on the workplace location. Recommendations included emphasizing the importance of work pressure and job satisfaction by the Ministry of Human Resources due to their significant negative impact on private sector employees in the Kingdom.
- **Yasir Ahmed, (2019).** The purpose examines the influencing factors of job satisfaction on the employees working in their respective organizations within Karachi Pakistan. The study is to extend the theory of “Self-Discrepancy Theory”

in explaining Job satisfaction. Furthermore, the study also intends to analyze the effects of “Working hours”, “Relationship with co-workers” and “Job safety and security” on the employees’ satisfaction related to their jobs. This study is quantitative in nature and a questionnaire was used as a research tool to gather data and SPSS is used for data analysis gathered data by adopting a survey method in the form of a questionnaire. It was then used to administer 400 respondents. The survey consisted of 31 structured questions that were based on 5 points Likert scale. The outcome of the study finds that Job Safety and Security and relationships with co-workers have a positive impact and relation with employees' Jobs. However, the working hours have no impact and relationship with Job satisfaction.

- **Dr. Mfon Eyo (2015).** the working environment, the morale of employees, and perceived competitiveness in Nigeria's manufacturing industries is determined by them. Productivity was taken as a dependent variable, and as an objective variable, the working environment was used. The information was collected using questionnaires from 311 workers employed in south-western Nigeria's public and private organizations. The data were analyzed by regression analysis, correlation, and t-test statistics methods and the findings revealed the essential relationship between those variables and also found that the working environment is expressively related to the morale of workers.
- **Abdul Raziqa (2015).** describes the effect of the working environment on workplace satisfaction was observed, which included the influences of sense of ownership, morale, performance, efficiency, and loyalty of employees and the impact of working hours, job protection & protection, coworker relationships, needs for respect, top management. The data was obtained by questionnaires from 201 workers from educational institutions, the banking sector, and the telecommunications field operating in Quetta, Pakistan. In the selection of it, the basic random sampling procedure was chosen, and later evaluated the relationship by the regression tool. The findings, therefore, revealed that the workplace atmosphere has a progressive impact on the degree of job satisfaction; this showed that the company would be more effective, profitable, and efficient for a happier employee. Besides, this paper could assist in expanding the growth of a person and could also assist in the improvement of the working environment.
- **You-Na Lee (2015).** was focused to define the impact of work hour comparability

on employee satisfaction and absenteeism. The sampling approach was longitudinal, and the study was carried out of Canadian workplace and staff survey questions by an interview and survey (WES). Since the learning result showed that there was no complete improvement in work satisfaction for workers who requested more hours and earned them. The staff wanted and earned a few hours, however, had a positive effect on the reduction of absenteeism.

- **Hina Mubeen (2014).** analyzed the effect of long working hours on employee satisfaction, which is used by the following independent variables as a dependent variable, was analyzed: job pressure, corporate atmosphere, job insecurity, personal preference, and incentives and gratitude. The survey and data collection of 258 employees from various Karachi service industries, such as banks, IT, and media companies, was carried out. The research was carried out using the deductive analysis method and the analytical, correlation, regression, and chi-square testing method to validate the theory. Therefore, the findings of the study found that work stress was the most critical factor in affecting long working hours than corporate values and job insecurity. However, these two variables also play a vital role in helping long hour culture.
- **Bushra Al-Obaidi, 2013.** This research aims to determine and understand , the degree of the job satisfaction of the workers in Baghdad Gazes Factory, and the effecting factors whether positively or negatively , through two main assumptions about the relation between those factors and the job satisfaction. The research community consisted of 65 workers. The research used analytical , descriptive approach, and a questionnaire of 59 articles, was designed to gather the data , the questionnaire articles were distributed to cover five fields (the way of leadership and supervision , the nature and content of the job, the culture of the organization , the work financial condition , and the field of the job satisfaction. The results showed that the workers have a degree of job satisfaction where the mathematical mean value reached (3.8), while the order of the four fields mentioned above as in the following:-1)Leadership and supervision 2)The nature and content of the job 3)The culture of the organization 4)The work financial condition. The research came out with a group of recommendations , the most important of which are putting a system of incentives(materialistic or moral) so that it would lead to push the individuals to work and raise their performance.

Research Methodology

Research Population:

The research population consists of all employees in the energy sector in Riyadh, distributed across various departments and divisions.

Research Tool:

- To collect data, the researcher will rely on a survey questionnaire to gather data from the sample individuals, aiming to answer the study's questions and verify its hypotheses. The questionnaire was developed based on reviewing numerous previous studies and relevant literature on the research topic. The questionnaire consists of three dimensions: one for collecting demographic variables (age, gender, years of experience, academic qualification), and the other two dimensions to measure the study variables - work environment quality dimensions as independent variables and employee job satisfaction as dependent variables.
- The statements of the second and third dimensions will be measured on a five-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree), with appropriate weighting given to the importance of each statement as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

- According to the Likert five-point scale, the weighted value for each statement response is as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1-1.8	1.8 – 2.6	2.61 - 3.4	3.41 - 4	4.21- 5

Descriptive Methods:

- a. Frequency distribution and percentage ratios of responses to compile and rank the perspectives of employees.
- b. Mean to present results and illustrate the average responses of sample individuals for research variables.
- c. Standard deviation to determine the extent of dispersion of values around their arithmetic means.

Analytical Methods:

- a. Spearman's rank correlation coefficient to measure the correlation between research variables and whether the relationship is strong or negligible, as well as to determine the significance and strength of the relationship.
- b. Simple regression to determine the extent of dependent variable variation if there is a change in the independent variable and the nature of the relationship, whether it is direct or inverse, and it is used.

Research limits

Objective limitations: The research is limited to addressing a single topic, which is the impact of the quality of the work environment on job satisfaction of employees, applied to the energy sector in Riyadh city.

Human limitations: A group of employees in the energy sector in Riyadh city.

Temporal limitations: The research procedures were conducted during the first half of the academic year 2024.

Spatial limitations: The research is limited to a single geographical area, which is Riyadh city in the Kingdom of Saudi Arabia.

General Overview of the Research Structure

This research aims to study the impact of work environment quality on job satisfaction among employees in the energy sector in Riyadh. The research will be conducted using a comprehensive methodology that includes data collection, analysis, and result evaluation. First, a comprehensive review of relevant academic and research sources on work environment quality and job satisfaction, especially in the energy sector, will be conducted. This review will be used to identify important variables and the theoretical framework for the research. Then, data will be collected through tools such as questionnaires administered to employees in the energy sector in Riyadh. These questionnaires will focus on measuring both work environment quality and job satisfaction levels among the participants. The collected data will be processed using appropriate statistical techniques and analytical software. The relationship between work environment quality and job satisfaction will be analyzed, and the results and conclusions will be presented objectively and scientifically. This research is expected to contribute to a better understanding of how work environment quality impacts job satisfaction among employees in the energy sector in Riyadh. The findings may be valuable for decision-makers and employers in improving the work environment, enhancing employee satisfaction, and improving their performance.

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