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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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Year: 2024

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مستخلص الرسالة باللغة العربية

الخلفية والهدف: يهدف البحث إلى دراسة أهم العوامل في بيئة العمل التي قد تؤثر على مستوى الرضا الوظيفي لدى العاملين في قطاع الطاقة في الرياض. ويأمل الباحث في تقديم رؤى تسلط الضوء على أهمية بيئة العمل في تعزيز الأداء الوظيفي ورضا الموظفين في قطاع الطاقة بمدينة الرياض. **الأساليب:** المنهج الوصفي التحليلي، الذي يقوم على دراسة الظاهرة كما تحدث بالفعل، ووصفها وصفاً دقيقاً كميّاً وكميّاً، وجمع البيانات عنها لدراسة مظاهرها وعلاقاتها المختلفة. كما قامت الباحثة بتحليل وتفسير وتوصل إلى استنتاجات بناء على السيناريو الذي تم طرحه لتحسين الرصيد المعرفي للدراسة. **النتائج:** أظهرت استجابات عينة الدراسة الاتجاه العام نحو الموافقة على جودة بيئة العمل حيث بلغ المتوسط 3.88، كما أظهرت استجابات عينة الدراسة الاتجاه العام نحو الموافقة على الرضا الوظيفي حيث بلغ المتوسط 3.88. كما توجد علاقة معنوية قوية وموجبة بين جودة بيئة العمل والرضا الوظيفي، إذ بلغ ارتباط بيرسون = 0.566، وقيمة سيج = 0.000، وقيمة معامل المتغير المستقل تساوي (0.477) وذلك عند المتغير المستقل (بيئة العمل). الجودة) تزداد بمقدار وحدة واحدة، والمتغير التابع (الرضا الوظيفي) يزداد بمقدار (0.477) وحدة. **الاستنتاج:** كشفت النتائج عن أهمية جودة بيئة العمل وأثرها الكبير على الرضا الوظيفي للعاملين في قطاع الطاقة بمدينة الرياض.

الكلمات المفتاحية: العمل، البيئة، الجودة، الوظيفة، الرضا، الرياض

Abstract in English

Background and Aim: 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. **Methods:** the descriptive analytical method, which is predicated on studying the phenomenon as it actually occurs, accurately describing it in both qualitative and quantitative terms, and gathering data on it in order to examine its various manifestations and relationships. Additionally, the researcher analyzed, interpreted, and arrived at conclusions based on the scenario that was put forth in order to improve the study's knowledge balance. **Results:** The responses of the sample of the study sample showed a general trend towards approving for Work Environment Quality, where mean is 3.88, the responses of the sample of the study sample showed a general trend towards approving for Job Satisfaction, where mean is 3.88, also there is a strong and positive significant relationship between Work Environment Quality and Job Satisfaction, as Pearson Correlation = 0.566, and the sig value = 0.000, and the value of independent variable coefficient equal (0.477) so when the independent variable (Work Environment Quality) increases by one unit, the dependent variable (Job Satisfaction) will increase by (0.477) unit. **Conclusion:** The results revealed the importance of Work Environment Quality and its significant impact on Job Satisfaction of employees in the energy sector in Riyadh.

Keywords: Work, Environment, Quality, Job, Satisfaction, Riyadh

Chapter 1

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:

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.

The research has main hypothesis as following:

- There is a significant impact for the quality of the work environment on employee satisfaction in the energy sector.

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.

Chapter 2

Introduction

Work environment quality is a crucial factor affecting employee satisfaction in any organization, playing a pivotal role in motivating them and enhancing their performance. The energy sector is one of the most significant economic sectors in Riyadh, housing a large number of employees who contribute to meeting the increasing energy needs of the city and the region as a whole. With the growing importance of employees' roles in this sector, understanding the impact of work environment quality on their job satisfaction becomes vital for human resource management and organizational performance enhancement.

Working environment plays an important role towards the employees' performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes ([Chandrasekar2001](#)). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities, and performance ([Dorgan, 1994](#)). Better outcomes and increased productivity are assumed to be the result of better workplace environment.

Better physical environment of office will boost the employees and ultimately improve their productivity. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity ([Carnevale 1992](#), [Clements- Croome 1997](#)). This study aims to explore the relationship between work environment quality and employee satisfaction in the energy sector in Riyadh by analyzing the factors influencing work environment quality, such as physical conditions, relationships with colleagues and managers, professional development

opportunities, and others. Additionally, it examines the impact of these factors on employee satisfaction levels in the sector, along with exploring the factors that may directly or indirectly affect this relationship.

1. The independent variable is "work environment quality," measured through various factors such as working conditions, relationships with colleagues, professional development, rewards and benefits, and organizational policies.
2. The dependent variable is "job satisfaction" among employees in the energy sector in Riyadh. It is measured through assessing job significance and meaningfulness, examining work-life balance, appreciation and recognition, developmental opportunities, and others.

Literature Review

2. Overview

This literature review attempts to discuss the various literature related to working environment which has impact on employee performance. The discussion also identifies gaps left by other researchers of similar studies. However, this study attempts to fill those gaps so that the write-up can contribute to a new body of knowledge in the academic world. Through this review, literature is re-packaged and analyzed as a way of bringing new insights into the problem studied. The studies, whether related to work environment quality or job satisfaction, will be presented in chronological order from the most recent to the oldest. Following that, comments and evaluations regarding these studies will be provided.

2.1 Working environment

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.

Basma Al-Wathinani, (2022), The study aimed in the study environment in the academic work environment and academic education, university studies, the academic work environment, and teaching productivity The questionnaire was presented and applied to the study sample of 175 members. The study concluded that the reality of the academic work environment was (high) in the dimension of leadership style and job satisfaction and (medium) in the dimension of motivation and motivation towards work, and the reality of the scientific productivity of faculty members was at a (medium) degree, and there was a statistically significant correlation between the academic work environment and scientific productivity. There are statistically significant differences in the academic work environment due to gender in favor of males, academic rank in favor of the rank of “professor” and the variable of specialization in favor of family education, while there are no statistically significant differences for the years of the news., and the presence of statistically significant differences for the axis of scientific productivity attributed to gender in favor of males, the academic rank of “Professor” and specialization in favor of special education, and there were statistically significant differences attributed to years of experience in favor of years of experience from 5-less than 15 years.

Akar (2020). explores the significance of the work environment in achieving

occupational creativity.

This study aims to recognize the importance of the work environment for employees within organizational institutions and to enhance and develop occupational creativity within these institutions and organizations, as they have the greatest impact on employees' levels of creativity and innovation. If the work environment is characterized by rigidity and constraints, employees will tend to avoid their responsibilities whenever possible. Conversely, if the work environment is comfortable and dynamic, free from tedious routines, it will encourage employees to innovate and excel.

Shuck et al. (2018). Employee Perceptions of the Work Environment, Motivational Outlooks, and Employee Work Intentions: An HR Practitioner's Dream or Nightmare?

This study aimed to explore the relationship between employees' perceptions of the work environment and their work intentions. The study involved an organization operating in two locations, Southern California, and Texas, during the year 2018. The participating company was a manufacturer of power generators, electrical tools for gardening, all-terrain vehicles, and motorcycles. The survey effort was part of a broader engagement initiative where the company's CEO spearheaded efforts to collect data, including an introductory video. An electronic survey was conducted using Qualtrics, targeting a sample of 1001 employees who received questionnaire forms; 210 individuals participated, resulting in a response rate of 78% of the total sample. Among the respondents, 50% were male, and 50% were born in or after the year 1990. Twenty-two percent held managerial positions, and 79% had been with the organization for one year or less. The study found that environmental perception was more strongly and positively correlated with motivation compared to less self-determined forms of motivation. Specific motives and self-determined motivations were positively related to work intentions. All direct paths from

perceiving the work environment to work intentions were significant and positive, with most being of moderate size. This suggests that employees perceive their work environment to play a significant and positive role in their lives, speaking well of their organization, intending to stay with it, and helping others at work.

Ristic, M. R.; Selakovic, M. & Qureshi, T. M. (2017). Employee motivation strategies and creation of supportive work environment in societies of post-socialist transformation.

This study aimed to identify the motivating factors for employees working in the public sector in societies undergoing post-socialist transformation. The study was conducted on a sample of 100 employees from various educational and professional backgrounds in Serbia, a country undergoing post-socialist transition, using a questionnaire as a data collection tool. The study results indicated that employees working in the public sector in the post-socialist transition society are mostly driven by external rewards. Among 100 motivators, the majority of respondents agreed that the most important motivator is high salaries. In the second position, they placed promotion, and in the third position, they placed "better health insurance." The study also pointed out the influence of demographic characteristics such as gender, educational level, and administrative level on work motivations among Serbian employees.

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.

2.2 job satisfaction

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.

Cherian, et al. (2018). aimed to examine the relationship between nurses' job satisfaction and selected demographic characteristics, investigate the relationship between nurses' organizational commitment and their selected demographic characteristics, and assess the relationship between nurses' organizational commitment towards their job organization in Dubai Hospital . The study employed an exploratory design to gain insight into nurses' organizational commitment, job satisfaction, and a few selected demographic

variables using a unified questionnaire distributed to 221 nurses. Subsequently, the study explored the relationship between nurses' commitment and job satisfaction. The study findings revealed that the majority of nurses (91%) were willing to recommend the organization to others, with 80% having 5-10 years of experience and high levels of job satisfaction. Additionally, 51% of nurses with 1-10 years of experience intended to leave the organization, while with more than 10 years of experience, more nurses wanted to stay. Moreover, the intention to leave the organization increased between ages 31 and 40 and steadily continued until retirement. Nurses across all age groups preferred moderate levels of commitment towards the organization for affective, for continuance, and for normative commitment. A significant relationship was observed between job satisfaction and levels of organizational commitment among nurses, where overall job satisfaction of nurses was significantly associated with their emotional commitment and total commitment levels. Furthermore, total nursing staff commitment levels were significantly correlated with their external job satisfaction and overall job satisfaction levels.

Sari, R. L. & Seniati, A. N. L. (2018). The role of professional commitment as a mediator in the relationship between job satisfaction and organizational commitment among lecturers in higher education institutions.

This study aimed to investigate the role of professional commitment as a mediator in the relationship between job satisfaction and organizational commitment among lecturers in higher education institutions. The empirical study was conducted on a sample comprising 282 lecturers from 100 higher education institutions in Jakarta, Tangerang, Denpasar, Jimbaran, and Badung as respondents. The lecturers were permanent faculty members who had been working in the institutions for more than two years, including both civil servants (PNS) and non-civil servant employees. Higher education institutions included government universities (PTN), private universities (PTS), and legal entity

government universities (PTN-BH) who responded to the organizational commitment scale, employee satisfaction survey, and professional commitment scale. Simple mediation analysis was conducted using the macro process. The study found significant positive effects of job satisfaction on professional commitment and professional commitment on organizational commitment, as well as job satisfaction on organizational commitment. The study concluded that professional commitment is a partial mediator in the relationship between job satisfaction and organizational commitment among lecturers in higher education institutions, indicating that higher education institutions can enhance lecturers' professional and organizational commitment by creating a more satisfying work environment. The researcher reviewed previous studies examining the relationship between job satisfaction and various variables conducted in different environments such as the UAE, Pakistan, Brazil, among others, and across a range of organizations including healthcare, educational, and others, which highlighted the importance of job satisfaction and its positive relationship with those variables.

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.

The commentary on the previous studies.

Previous studies indicate that the quality of the work environment is influenced by several impactful factors. Work pressure, work-life balance, and organizational culture affect employees' job satisfaction. Additionally,

workplace safety, relationships with colleagues, and job satisfaction have a positive impact on employees' satisfaction. Moreover, job satisfaction reflects on organizational commitment and employee stability. Consequently, professional commitment plays a role in job-related satisfaction and organizational commitment. Finally, work hours balance and workload control influence employee satisfaction and absenteeism rates.

In conclusion, it can be inferred that the energy sector in Riyadh may be influenced by these factors. Therefore, organizations should consider these factors and work on improving the work environment to enhance employee satisfaction, organizational commitment, and stability within the organizations.

Theoretical Framework of the Study

Conceptual Definitions

This subsection provides definitions of basic concepts such as work environment, job satisfaction, and employee performance from various sources.

2.1. Working environment

The term "work environment" refers to the location where a specific task is completed, the actual physical location of work, beyond the immediate surroundings, such as a construction site or an office building. It also includes other location-related factors, such as air quality, noise levels, as well as the availability of additional amenities like free childcare, continuous availability of coffee, or sufficient parking spaces. (www.businessdictionary.com,2018).

This encompasses all incentives, increases, rewards, and overall conditions within the scope of work, which is also the place where participation in the execution of decisions, instructions, and orders specific to employees and the job process takes place. (Akar, 2020)

Lopierre Jozee and others define the workplace environment as everything surrounding employees in an organization, including moral, behavioral, and

material components, along with their interconnected effects and interactions. It encompasses social, administrative, cultural, economic, and technological aspects. Additionally, the workplace environment is the site where specific tasks are performed until completion. It includes the geographical location and the surrounding areas of work. Some define the workplace environment as the place where people work, such as a company, factory, or office ([Ahmed, 2024](#)).

2.1.1 Energy Sector Working Environment (ESWE)

The energy sector presents a challenging working environment characterized by demanding and often unpredictable hours, including long and irregular shifts ([Barrows et al., 2012](#)). Overall, the energy sector's unique working environment, with demanding hours, irregular shifts, and seasonality, significantly affects job satisfaction and can lead to exhaustion and turnover intentions.

2.1.2 Co-worker relationship

Colleague relationships in the workplace have a significant impact on job satisfaction. The presence of a positive and supportive work environment among colleagues enhances feelings of belonging and appreciation, leading to increased employee satisfaction with their work. Additionally, good relationships among colleagues can positively affect communication and collaboration in the workplace, enhancing performance and reducing psychological pressure, these positive relationships contribute to creating a comfortable and encouraging work environment, thereby enhancing job satisfaction among employees.

2.1.3 Workload and pay system

The relationship between job burden and the pay system and job satisfaction is complex. Excessive job burden leads to fatigue and stress, reducing satisfaction. Additionally, an unfair pay system can decrease satisfaction due to feelings of underappreciation. Balancing workload and rewards can improve performance

and job satisfaction.

2.1.4 Company Support

Company support refers to the aid and encouragement offered by an organization to its employees. It includes resources like mentorship, training, and wellness programs. This support enhances job satisfaction, productivity, and employee loyalty.

2.2.1 Job satisfaction

Stone defines job satisfaction as a state of integration that individuals feel towards their job. They define the job and interact with it based on their career aspirations, desire for growth and advancement, and achieving their social goals through it. Due to differences in needs and motivations from one person to another, job satisfaction is considered personal and relative, as it varies from one individual to another based on their feelings and varying degrees of satisfaction according to the nature of individuals. ([Abdel Aziz, 2018](#))

Abu Al-Nasr (2015) defines job satisfaction as the feeling of psychological comfort, pleasure, and tranquility that accompanies the achievement of goals, such as satisfaction resulting from the achievement of one's goals in life or work. Job and life satisfaction are crucial for individuals, as they become happy in their lives and work, which increases their social and functional productivity. Job satisfaction is a multidimensional concept that depends on determinants and factors contributing to the formation of individual job satisfaction and determining its extent. These determinants and factors can be classified into three groups (Reit, 1998):

1) Personal factors related to the employees themselves, including their abilities, skills, motivational level, educational qualifications, age groups, experience, level of ambition, and others. 2) Organizational factors related to the organization, work conditions, and terms prevailing within the organization, including job content, responsibility level, organizational relationships with

colleagues and supervisors, and the social environment within the organization.

3) Environmental factors related to the work environment and its impact on employees, including facilities, services, and amenities available at the workplace, as well as the community's perception of employees, appreciation for their role, and their integration with their work.

Ginsberg identified three types of job satisfaction ([Al-Obaidi, 2013](#)):

1 .Internal satisfaction: Derived from two sources, the joy arising from the individual's engagement in work activities and their sense of accomplishment and from their perception of their abilities through achievement. 2 . Accompanying satisfaction: Resulting from the psychological and institutional conditions accompanying the individual's work. 3. External satisfaction: Linked to wages and the individual's expectations related to their value and goals.

2.2.3 The importance of job satisfaction:

Shawqi (2005) sees the necessity of workers adapting within the work environment to increase their desire for creativity and innovation. Meeting employees' needs, whether material (food, drink, housing) or non-material (appreciation, respect, security), enhances their motivation to accomplish required tasks and fosters loyalty to the workplace. This, in turn, reflects positively on institutions through increased productivity, which has a beneficial impact on society as a whole, achieving economic efficiency and higher growth rates. The increase in employees' job satisfaction leads to: ([Abdel Aziz, 2018](#))

The importance of job satisfaction for the human resource:

- Enhanced adaptability to the work environment.
- Encouragement of creativity and innovation.
- Increase in ambition and progress.
- Improvement in overall life satisfaction.

The importance of job satisfaction for the organization:

- Increased efficiency and effectiveness.

- Enhanced productivity.
- Reduction in production costs.
- Heightened organizational loyalty.

The importance of job satisfaction for society:

- Increased production rates and economic efficiency.
- Promotion of societal growth and development

2.2.3 Elements of Job Satisfaction:

Job satisfaction for individuals is achieved through several elements, including: ([Ahmed, 2024](#)).

- The significance of the work the individual is engaged in, and its alignment with their educational level, abilities, and skills.
- The individual's perception that the salary they receive is fair compared to the level of effort exerted and what others receive.
- The moral and intellectual appreciation achieved through work.
- The incentives, rewards, and services provided by the work.
- The individual's sense of reasonable opportunities for promotion.
- The opportunities provided by work for participation in decision-making.
- The proportionate authority provided by work tasks.
- The availability of suitable, modern work tools.
- The work environment surrounding employees, whether human or material. Environment surrounding employees, whether human or

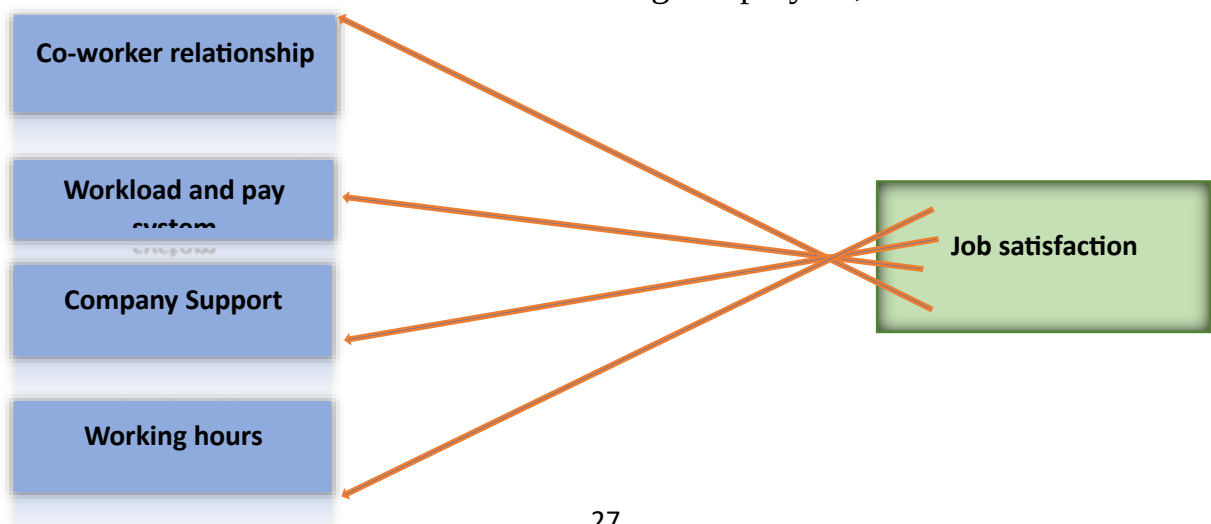


Figure 1 Theoretical Framework

Conclusion

Work environment quality is a critical factor directly influencing employee job satisfaction. Prevailing theories suggest that work environment quality is influenced by multiple factors including organizational policies and procedures, work relationships, social support, professional development, and rewards and incentives. When these factors are positive and supportive, they enhance employee satisfaction and reduce stress and tension in the workplace. Additionally, work environment quality leads to increased company loyalty, decreased turnover rates, and enhanced productivity and overall performance of the organization. In understanding how work environment quality affects employee satisfaction is a key factor in improving organizational performance and effectiveness.

Chapter 3

Introduction

This chapter's goals are to outline the research strategy, practical techniques, and underlying assumptions. It also establishes current research traditions in the field of information systems, discusses the tools used in the study, preparation techniques, validity and reliability, and the researcher's methods for creating and coding the search tool and data collection tools. The statistical analyses that were performed to examine the data and get the final conclusions are also included in the chapter's conclusion.

Research design

In order to accomplish its goals, the researcher employed the descriptive analytical method, which is predicated on studying the phenomenon as it actually occurs, accurately describing it in both qualitative and quantitative terms, and gathering data on it in order to examine its various manifestations and relationships. Additionally, the researcher analyzed, interpreted, and arrived at conclusions based on the scenario that was put forth in order to improve the study's knowledge balance.

Population of the study

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

Sample Size Determination

The researcher used the following equation to calculate the size of the research sample at a significance level (5%), and confidence limits (95%).

Cochran's sample size formula

$$n_0 = \frac{z^2 \cdot p \cdot (1 - p)}{e^2}$$

p : the population size

e : the margin of error

z : the z-value, extracted from a z-table

So sample size (n) = 384 individuals

In order for the research sample to be a good representative of the research community, the most appropriate choice for the type of sampling was a simple random sampling proportional to the size of the layers of the research population.

Data collection procedures

The researcher distributed 420 survey lists in order to reduce sampling errors to clients of the populations under study, most of these questionnaires were collected through an online questionnaire on google form.

Sample Characteristics

Table 1 The Demographic characteristics among study participants (N=384)

Variables	Categories	N	%
Gender	male	217	57%
	female	167	43%
Educational Level	basic	68	18%
	bachelor	132	34%
	diploma	88	23%
	high studies	96	25%
Age	less than 30 years	60	16%
	from 30 to 40 years	124	32%
	from 41 to 50 years	110	29%
	more than 50 years	90	23%
Years of experience	less than 5 years	65	17%
	from 5 to 10 years	141	37%
	from 11 to 15 years	100	26%
	more than 15 years	78	20%
Total		384	100%

The results show that among 384 participants, 57% were male, while 43% were female, according to Educational Level 18% have basic education, 34% have bachelor degree, 23% have diploma degree, 25% have high studies degree, according to age; 16% of the sample have less than 30 years old, 32% of the sample have age from 30 to 40, 29% of the sample have age from 41 to 50, 23% of the sample have more than 50 years, and for years of experience;

17% of the sample have experience less than 5 years, 37% of the sample have experience from 5 to 10 years, 26% of the sample have experience from 11 to 15 years and 20% have experience more than 15 years.

Validity of the questionnaire

The validity of the questionnaire is determined by how well the questions measure the predetermined parameters. A measure's validity is determined by how effectively it evaluates how well the measurement scale measures the theoretical construct it is meant to assess and how well it represents the underlying construct it is meant to measure. The following information about the questionnaire's validity has been confirmed by the researcher:

Table 2 Coefficient of correlation between the degrees of each statement of Work Environment Quality

Statements	Pearson	Sig.
There is clarity in the assigned responsibilities, facilitating work accomplishment.	.670**	0.00
There are regular meetings between managers and employees to exchange views on work.	.692**	0.00
There is fairness and objectivity in the annual performance evaluation.	.632**	0.00
The organization always seeks to make changes to its policies.	.634**	0.00
The overall workplace environment promotes teamwork and collaboration among teams.	.631**	0.00
Comfortable spaces for relaxation and unwinding are available in the workplace.	.665**	0.00
The workplace provides modern and suitable work equipment and tools for the required tasks.	.602**	0.00
The general environment in the workplace promotes creativity and innovation.	.643**	0.00
The overall workplace environment promotes a balance between personal and professional life.	.653**	0.00
Opportunities for career and professional development are available in the workplace.	.638**	0.00
The overall workplace environment promotes fairness and equality among employees.	.665**	0.00
The workplace provides opportunities for training and professional development.	.559**	0.00
The general environment in the workplace fosters trust and cooperation between management and employees.	.570**	0.00

Table 2 displays the correlation coefficients for each statement within the first dimension, which is Work Environment Quality, the correlation coefficient values fall within the range of (0.559 – 0.692), indicating a positive correlation. Since each statement's Sig value is less than 0.05, it is regarded as honest and meant to be measured.

Table 3 Coefficient of correlation between the degrees of each statement of Job Satisfaction

Statements	Pearson	Sig.
I feel satisfied with the overall level of salaries and benefits provided in the workplace.	.548**	0.00
I feel satisfied with the opportunities for promotion and career development in the workplace.	.512**	0.00
I feel satisfied with the level of motivation and appreciation provided by the management at the workplace.	.554**	0.00
I feel satisfied with the level of balance between work life and personal life in the workplace.	.463**	0.00
I feel satisfied with the level of support and guidance provided in the workplace.	.483**	0.00
I feel satisfied with the level of fairness and equality in the workplace.	.569**	0.00
The nature of the job aligns with my specialization.	.589**	0.00
The nature of my work allows for innovation and creativity.	.612**	0.00
My job aligns with my personal abilities.	.550**	0.00

Table 3 displays the correlation coefficients for each statement within the second dimension, which is Job Satisfaction, the correlation coefficient values fall within the range of (0.463 – 0.612), indicating a positive correlation. Since each statement's Sig value is less than 0.05, it is regarded as honest and meant to be measured.

Reliability of the questionnaire

In order to determine the reliability of each scale in this study, the reliability of each scale was assessed using Cronbach's alpha. The number of elements on the scale affects the alpha coefficient value. Reliability values in the range of 0.7 to 0.8 are generally regarded as good, whereas values below 0.6 are bad.

Table 4 Cronbach's Alpha Coefficient for the main dimensions

The dimension	Cronbach's Alpha	No. of Statements
Work Environment Quality	0.876	13
Job Satisfaction	0.700	9
All the dimensions	0.880	22

Table (4) summarizes the reliability test results for the questionnaire dimensions. All of the dimensions show an alpha coefficient equals 0.880, this result indicates that the research dimensions will give the same results if re-applied to the same sample and test stability using Cronbach alpha coefficient, The Cronbach alpha for Work Environment Quality is 0.876 and The Cronbach alpha for Work Environment Quality is 0.700, that means that the dimensions of the survey have good reliability.

Method of Analysis

The researcher in conducting statistical analyzes on the Statistical Package for the hypotheses as to rely on the following statistical methods program :-(SPSS) win, which depends on the following statistical methods:

1. Pearson correlation coefficients to test the validity of questionnaire used
2. Cronbach's Alpha to test the reliability of questionnaire used.
3. Frequencies and percentages
4. Graphs
5. Mean, Standard deviation (STD)
6. Simple linear regression

Chapter 4

Introduction

In order to assess the study's hypotheses, this chapter comprises an analytical examination of the data that was gathered from the questionnaire. To do this, the study questions were answered, and the findings of the analysis of the statements were reviewed. The study results that will be shown and examined in this chapter were obtained using the SPSS V.26.

Research findings.

Analysis of the dimensions

For analysis of the questionnaire statements, we depend on the mean and standard deviation for each statement.

1- Descriptive Statistics for Work Environment Quality.

Table 5 Shows mean Std. deviation, the rank for (Work Environment Quality)

N	Statements	Mean	Std. Deviation	Rank	Degree
1	There is clarity in the assigned responsibilities, facilitating work accomplishment.	3.88	0.850	5	High
2	There are regular meetings between managers and employees to exchange views on work.	4.01	0.772	1	High
3	There is fairness and objectivity in the annual performance evaluation.	3.84	0.838	10	High
4	The organization always seeks to make changes to its policies.	3.85	0.786	8	High
5	The overall workplace environment promotes teamwork and collaboration among teams.	3.88	0.828	6	High
6	Comfortable spaces for relaxation and unwinding are available in the workplace.	4.00	0.787	2	High
7	The workplace provides modern and suitable work equipment and tools for the required tasks.	3.94	0.831	3	High
8	The general environment in the workplace promotes creativity and innovation.	3.91	0.862	4	High
9	The overall workplace environment promotes a balance between personal and professional life.	3.86	0.811	7	High
10	Opportunities for career and professional development are available in the workplace.	3.84	0.865	9	High

11	The overall workplace environment promotes fairness and equality among employees.	3.83	0.912	11	High
12	The workplace provides opportunities for training and professional development.	3.79	0.859	12	High
13	The general environment in the workplace fosters trust and cooperation between management and employees.	3.76	0.873	13	High
The first dimension: Work Environment Quality		3.88	0.836	High	

According to the previous table, it can be concluded that:

The responses of the sample of the study showed a general trend towards approving for Work Environment Quality, where mean is 3.88 while its standard deviation is 0.836 and that means that sample of the study has a high agreement towards the Work Environment Quality dimension.

2- Descriptive Statistics for Job Satisfaction.

Table 6 Shows mean Std. deviation, the rank for (Job Satisfaction)

N	Statements	Mean	Std. Deviation	Rank	Degree
1	I feel satisfied with the overall level of salaries and benefits provided in the workplace.	3.86	0.832	4	High
2	I feel satisfied with the opportunities for promotion and career development in the workplace.	3.99	0.825	1	High
3	I feel satisfied with the level of motivation and appreciation provided by the management at the workplace.	3.97	0.804	3	High
4	I feel satisfied with the level of balance between work life and personal life in the workplace.	3.98	0.799	2	High
5	I feel satisfied with the level of support and guidance provided in the workplace.	3.85	0.817	5	High
6	I feel satisfied with the level of fairness and equality in the workplace.	3.85	0.836	6	High
7	The nature of the job aligns with my specialization.	3.82	0.882	7	High
8	The nature of my work allows for innovation and creativity.	3.81	0.813	8	High
9	My job aligns with my personal abilities.	3.80	0.800	9	High
The second dimension: Job Satisfaction		3.88	0.447	High	

According to the previous table, it can be concluded that:

The responses of the sample of the study sample showed a general trend towards approving for Job Satisfaction, where mean is 3.88 while its standard deviation is 0.447 and that means that sample of the study has a high agreement towards the Job Satisfaction dimension.

Testing the hypothesis

The research has main hypothesis as following:

- There is a significant impact for the quality of the work environment on employee satisfaction in the energy sector.

Firstly, we should present the correlation matrix of the main dimensions as following:

Table 7 correlation matrix of the main dimensions

		Work Environment Quality	Job Satisfaction
Work Environment Quality	Pearson Correlation	1	.566**
	Sig. (2-tailed)		0.000
	N	384	384

From the correlation matrix we can find how the relationships between the main dimensions as following are:

There is a strong and positive significant relationship between Work Environment Quality and Job Satisfaction, as Pearson Correlation = 0.566, and the sig value = 0.000, and the following scatter plot shows the relationship between Work Environment Quality and Job Satisfaction.

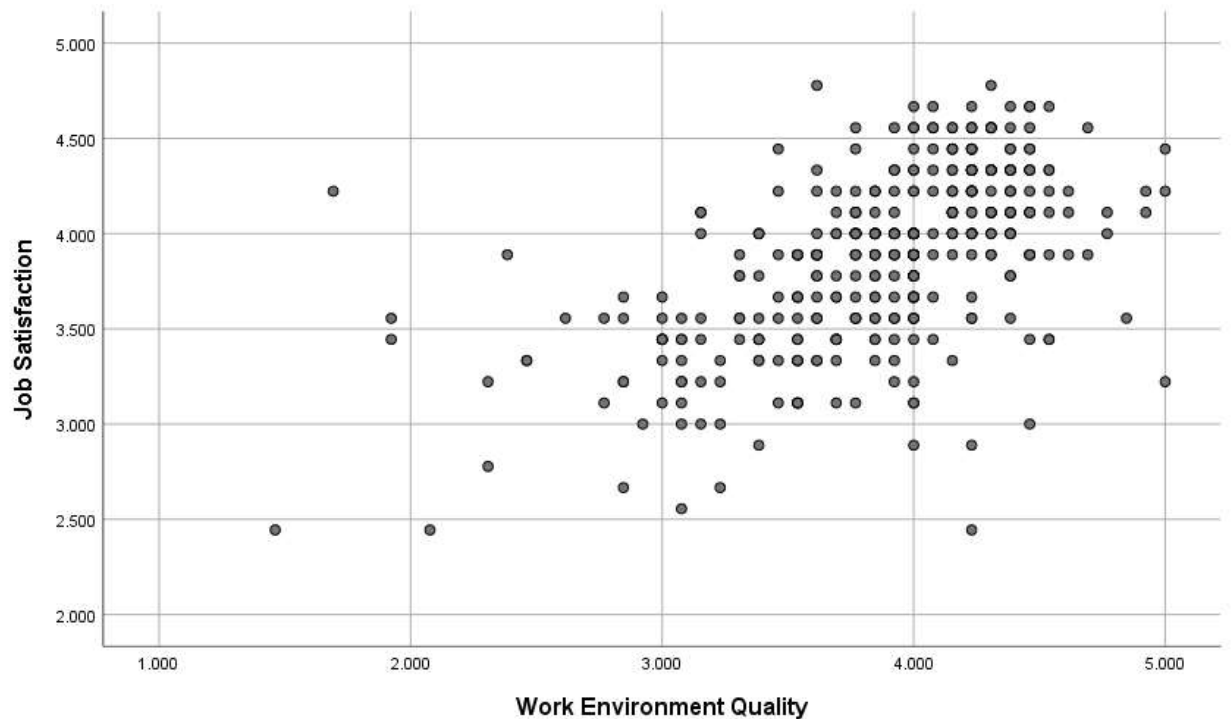


Figure 2 the scatter plot for the relationship between Work Environment Quality and Job Satisfaction

Second, we introduce the results of the simple linear regression to check the result of the main hypothesis:

Then there is a statistically significant impact for Work Environment Quality on Job Satisfaction

Regression equation.

$$y = b_0 + b_1 X_1$$

When:-

y : Dependent variable (Job Satisfaction)

b_0 : Constant

X_1 : the independent variable (Work Environment Quality)

b_1 : the coefficient for (Work Environment Quality)

Table 8 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	0.320	0.319	0.369
a. Predictors: (Constant), Work Environment Quality				
b. Dependent Variable: Job Satisfaction				

From the above table it is clear that total correlation (R) equal (0.566) and the coefficient of determination (R square) equal to (0.320), and this indicates that the independent variables explain (32%) of any change in the dependent variable (Job Satisfaction).

Table 9 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.494	1	24.494	180.088	.000 ^b
Residual	51.956	382	0.136		
Total	76.451	383			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Work Environment Quality					

From the above table it is clear that the sig level equals (0.000) is less than (0.05). So the simple linear regression model is statistically significant, then there is a statistically significant impact for Work Environment Quality on Job Satisfaction.

Table 10 Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	2.032	0.139		14.623	0.000
Work Environment Quality	0.477	0.036	0.566	13.420	0.000
a. Dependent Variable: Job Satisfaction					

The above table infers the Coefficient of the main dimension as For “Work Environment Quality”, the sig value = (0.000) is less than (0.05), so there is a statistically significant impact for Work Environment Quality on Job Satisfaction, and the value of independent variable coefficient equal (0.477) so when the independent variable (Work Environment Quality) increases by one unit, the dependent variable (Job Satisfaction) will increase by (0.477) unit.

Graph 4.2 the histogram between Work Environment Quality and Job Satisfaction

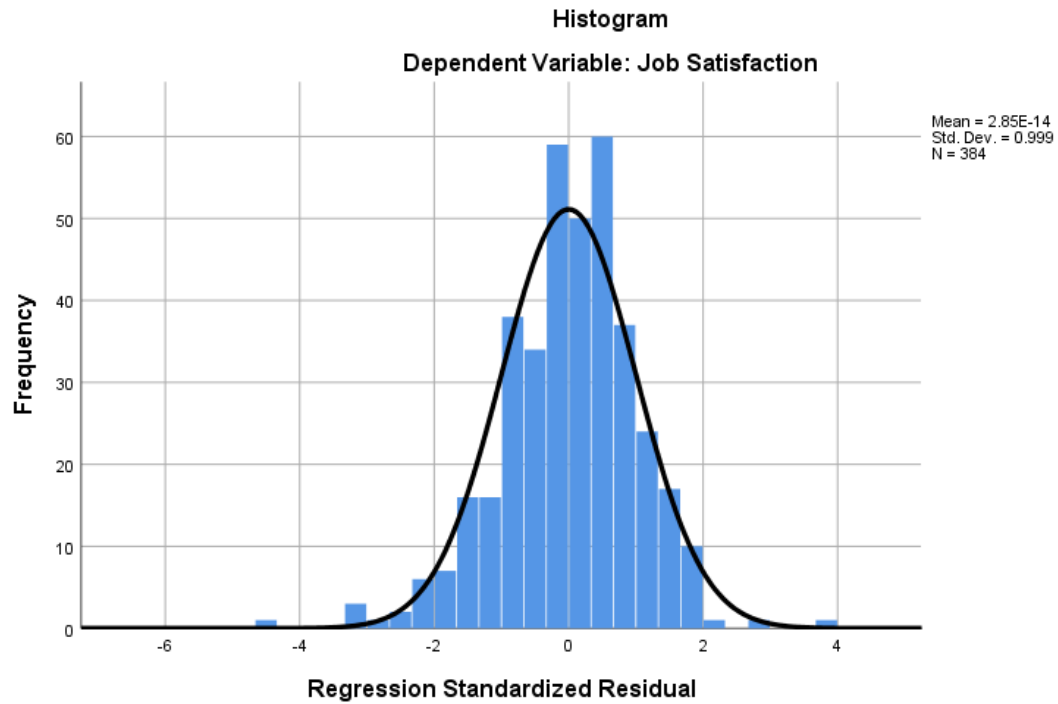


Figure 3 the histogram between Work Environment Quality and Job Satisfaction

It is clear from plotting the histogram that the data follows a normal distribution.

Graph 4.3 Normal p-p plot of regression residual

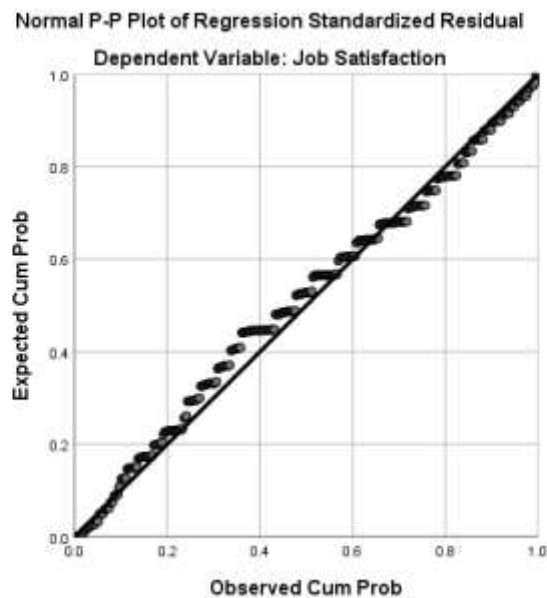


Figure 4 Normal p-p plot of regression residual

The graph shows that the data cluster around the straight line, and therefore the residuals are distributed according to a normal distribution, which is a condition of regression testing.

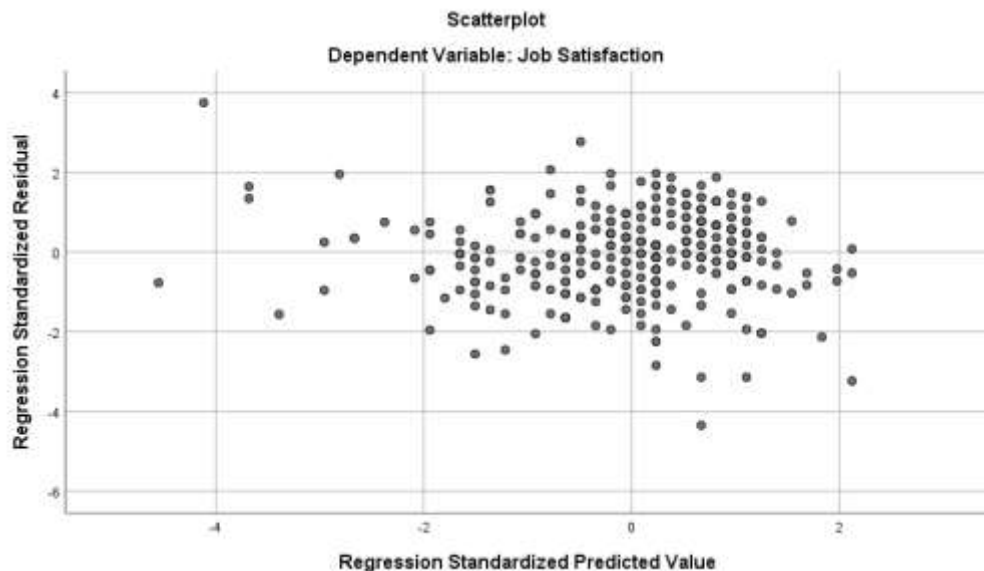


Figure 5 the scatter plot

The graph shows the scatter plot of the residuals with the expected values, and it is clear that there is no specific pattern of points in the figure, and this is consistent with the linearity condition required for regression testing.

Research recommendations.

The research concluded with a number of important recommendations, including the following:

- Employees must have a suitable and comfortable space to work in order to create a comfortable work environment.
- Offering benefits and awards to employees is crucial since it helps to improve the working environment.
- Rewards in cash as well as other perks like paid time off, free training, health insurance, yearly bonuses, etc., may be provided.

- Effective management-employee communication, along with the provision of appropriate support and guidance, can enhance the work environment.
- The importance of encouraging staff members to take an active role in company management and decision-making by listening to their ideas and thoughts.
- Opportunities for training and development, workshops, conferences, and seminars must be offered, and staff members must have the chance to grow in.

Appendix

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

Dear Participants,

We appreciate your participation in this research study on the “**The effect of the quality of the work environment on job satisfaction of employees in the energy sector in Riyadh.**” Your responses are vital to helping us.

The following questionnaire will take approximately only 5-10 minutes to complete.

I sincerely appreciate you taking the time and making the effort to assist me with this study. You are agreeing to participate in this questionnaire by clicking the Next button below. You are not required to answer any of these questions, but doing so will help me finish my research and gain a better understanding of it. I guarantee that all of the data and information I collect for this study will be kept private and used solely for academic purposes.

Thank you for your valuable contribution to this study.

Name (Optional)**Gender**

- Male.
- Female.

Educational Level

- Basic education
- Diploma.
- Bachelor's Degree.
- Postgraduate Studies.

Age

- 20-30.
- 31-40.
- 41-50.
- Over 50.

Years of experience:

- Less than 5 years.
- 5 – 10 years.
- 10 - 15 years.
- More than 15 years.

Axis 1: Work Environment Quality						
	The phrase	Strongly Agree	Agree	neutral	not agree	Not agree at all
1	There is clarity in the assigned responsibilities, facilitating work accomplishment.					
2	There are regular meetings between managers and employees to exchange views on work.					
3	There is fairness and objectivity in the annual performance evaluation.					
4	The organization always seeks to make changes to its policies.					
5	The overall workplace environment promotes teamwork and collaboration among teams.					
6	Comfortable spaces for relaxation and unwinding are available in the workplace.					
7	The workplace provides modern and suitable work equipment and tools for the required tasks.					
8	The general environment in the workplace promotes creativity and innovation.					
9	The overall workplace environment promotes a balance between personal and professional life.					
10	Opportunities for career and professional development are available in the workplace.					
11	The overall workplace environment promotes fairness and equality among employees.					
12	The workplace provides opportunities for training and professional development.					
13	The general environment in the workplace fosters trust and cooperation between management and employees.					

Axis 2: Job Satisfaction						
	The phrase	Strongly Agree	Agree	neutral	not agree	Not agree at all
1	I feel satisfied with the overall level of salaries and benefits provided in the workplace.					
2	I feel satisfied with the opportunities for promotion and career development in the workplace.					
3	I feel satisfied with the level of motivation and appreciation provided by the management at the workplace.					
4	I feel satisfied with the level of balance between work life and personal life in the workplace.					
5	I feel satisfied with the level of support and guidance provided in the workplace.					
6	I feel satisfied with the level of fairness and equality in the workplace.					
7	The nature of the job aligns with my specialization.					
8	The nature of my work allows for innovation and creativity.					
9	My job aligns with my personal abilities.					

Summary

The aim of this research is to study the impact of the work environment quality on the job satisfaction of employees in the energy sector. The energy sector is one of the most important economic sectors in the world and relies on many workers to meet the increasing demand for energy. Understanding the impact of work environment quality on employee satisfaction is necessary to improve company performance, increase productivity, and retain talented employees.

To achieve the research objective, data were collected from a variety of sources, including previous studies, surveys, and interviews. The data were analyzed using advanced statistical techniques and software (SPSS) to evaluate the relationship between work environment quality and job satisfaction.

The study results showed that work environment quality significantly affects employee satisfaction in the energy sector. When the work environment is good, such as having a balance between work and personal life, effective communication, and fair treatment, employee satisfaction increases, and their performance improves. Conversely, when the work environment is poor, such as having excessive work pressure, lack of managerial support, and unequal opportunities, employee satisfaction decreases, negatively affecting productivity and overall company performance. Based on the results, this study recommends the necessity of improving work environment quality in the energy sector. Companies should strive to provide a healthy, safe, and motivating work environment for employees. Effective communication should also be promoted, and managerial support should be provided to employees. Additionally, companies should adopt fair treatment policies and provide equal opportunities for all. By improving work environment quality, companies can enhance employee satisfaction, achieve better performance, and retain talented employees.

Recommendations

- Improving work-life balance for employees through strategies such as: Flexibility in working hours and the possibility of remote work.
- Enhancing effective communication within the organization through organizing regular meetings and fostering communication between employees and management.
- Providing administrative and guidance support to employees through continuous training and development and offering growth and promotion opportunities.
- Conducting periodic evaluations of the work environment quality and employee satisfaction and utilizing feedback and surveys to identify areas for improvement and take necessary actions.
- Encouraging participation in decision-making processes that affect the work environment and using employee ideas and opinions to improve processes and policies.
- Conducting more scientific studies to study the impact of work environment quality on job satisfaction and overall organizational performance.

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