

The Impact of Working Environment on Employee Satisfaction: Evidence from the Community Colleges of Madhesh Province of Nepal.

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Abstracts

The elements that comprise the setting in which employees work and have an impact on workers are referred to as the work environment. The purpose of this paper is to explore the work environment practices of the community colleges. The research adopted a quantitative and with a descriptive survey design. A structured questionnaire was applied for information collection from 85 non-teaching staffs of the community college. Stratified and random sampling techniques were used to select the sample from the targeted population, and data processing was done using SPSS version 26. In order to reach a conclusion, ANOVA, Regression analysis and frequency statistical tools were used for data analysis. The result detected employees are satisfied with the social and financial working environment. However, the psychological working environment was not seen as satisfactory.

Key words : *Working Environment, Employee Satisfaction, Community College*

Original value of the paper

The findings of this paper will drag the mind of community college stakeholders on non-teaching employees' perceptions of their working environment. Similarly, this helps stakeholders make future plans for non-teaching employees as well.

1. INTRODUCTION

The work environment is a determinant of employee satisfaction, but how should it be managed properly? This is a challenging query to the organization. Various organizations around the world are currently dealing with work environment challenges (Taheri et al., 2020). The work environment is generally referred to as the working environment in which various aspects that affect employee satisfaction at the workplace are incorporated (Kafui Agbozo, 2017). The atmosphere of an organization where employees do their work is referred to as the working environment (Hanaysha, 2016). Similarly, Rachman, (2021) explore that it is everything that affects the employees' with regard to affecting their responsibilities. The work environment specially is an aggregate of a number of variables that outcomes the work of the employees at the place of job like; physical, mental, psychological, economic, training, and development surroundings so on (M. Imran Malik, 2011). The most important requirement of employees is a safe and sound working environment.

A positive working environment encourages employees to be more active and enthusiastic; this ends up in grabbing the organizational goals and employees' satisfaction. Likewise, it can drag to employee happiness and success both personally and professionally. The organization receives quality services that result in not only employees' satisfaction. Eventually, it makes employers also more satisfied and develops reciprocal relationship between employees and organization Conway & Coyle-Shapiro, 2012). Employees who realize that they are comfortable in the workplace environment, which includes the facilities to complete duties, a pleasant workplace, sound, and safety, as well as the absence of polluted sound and warm cooperation among the organization family, feeling of us, job security, and so on (Hanaysha, 2016). The work environment influences an employee's ability to work safely, competently, and in accordance with operational performance and pre-determined targets (M. Imran Malik, 2011). Employees frequently seek a safe, secure and sound work environment at the organization. In this regards (Cooper & Leiter, 2017) state that employees who work in a pleasant environment are more likely to be proactive, satisfied, and motivated to contribute to the success of the organization. A more pleasant working environment is a key component of employee satisfaction (Taheri et al., 2020).

A community college is a type of higher education institution that is run by the collective efforts of members of the community (Mandal, 2018). The community people manage all types of resources, including physical, economic, and human resources by unselfishness endeavor (Mainali & Verma, 2021). This type of academic institution cannot manage total full-time

teachers hence the majority of the teaching faculties are high school teachers who work as part-time faculty. On the contrary, non-teaching faculties are full-time workers of the college. Administrative key of the college have non-teaching faculties. They are in charge of the administrative aspects of the majority of the community colleges in Nepal's. Therefore, how do they feel about their working environment? Are they satisfied with their respective institution's working environment, particularly the physical, psychological, and social environment? This study has attempted to find the answers to these questions through research in Madesh province's community-based colleges. There are forty community colleges are in existence in the area (UGC, 2021).

2. LITRATURE REVIEW

2.1 Theory Based Review

This paper based on following theoretical background:

2.1.1 Human Relation Theory

Elton Mayo's psychological concept of human relation theory emerged in the 1920s during the industrial revolution (Muldoon, 2020). According to this theory, the relationship between employers and employees has a significant impact on the workplace environment, which leads to employee satisfaction. Employees are more satisfied by our social relationships, brotherhood, friendship rather than by monetary rewards and other physical gifts (Catalano et al., 2018). Humans are not only motivated by money and ego, they also have a strong sense of humanity; they require respect and belonging in the workplace, as well as social relationships that are oriented toward human satisfaction and contribute to the organization's increased productivity (Bruce, 2006). Employees and organizations must have a diverse set of skills and cooperative feelings in order to effectively carry out a human relations-focused workplace environment. Hence, the organization's social and psychological environment has been defined in accordance with the human relation theory of motivation for employees' satisfaction in this study.

2.1.2. Adams Equity Theory

Workplace and behavioral psychologist John Stacey Adams developed equity theory in 1963. According to this theory, employee satisfaction depends on the balance between input (task contribution) and outcome (monetary reward). If an organization pays remuneration, bonus, and other monetary incentives in accordance with the task contribution of the employees then they become satisfied with the economic environment of the organization is the main notion of this theory. Kollmann et al. (2020) argue that employees are satisfied when they are compensated in proportion to their contributions by the organization. Employees are motivated by the organization's fairness practices; however, when employees notice an imbalance between work performance and remuneration, they become demotivated from the economic environment of the organization (Boye Kuranchie-Mensah & Amponsah-Tawiah, 2016). The community college's economic work environment has been tried to prove on the basis of the equity theory of motivation in this study.

2.2 Working Environment

The working environment can be defined as a comprehensive form that includes an accommodated infrastructure, warm cooperation among the organization's entire human resources, and a sound social, mental and economic environment that motivates employees to perform (Kafui Agbozo, 2017) states that a positive work environment has many sub-dimensions that influence employee performance and satisfaction. Out of various sub dimensions of the work environment this study has centered to review the social, mental, and economic work environment only of the workplace.

2.2.1 Social Working Environment

The social work environment is a feeling of warm coordination and impartiality between the workers and organization which can measure the magnitude at which point workers realize positive or negative friendships (Bianchi & Biffignandi, 2020). Humans are social animals they all have a feelings of us and no one can survive without the support of each other. (Ng, 2016) argue that there is no discrimination among employees based on caste, gender, religion, or other factors in the organization's social environment. This encourages employees to be more cooperative and helpful, which leads to increased motivation and improved performance. (Lee & Akhtar, 2011) emphasis that humans have an innate ability to expect reciprocity in an exchange relationship, and a lack of reciprocity causes distress. Kafui Agbozo, (2017) wants to put his opinion that the social work environment includes communication styles, employee-employer relationships, and willingness to support others.

2.2.2 Psychological Working Environment

The psychological environment is complex in nature, incorporating various behavioral aspects of workers that are observed at the workplace. Kafui Agbozo, (2017) explains about the psychological environment that it is a good description of mental behaviors that employees exhibit in the workplace, including various emotional responses and behaviors comes under it. Employees' performance improves as a result of their psychology. When employees believe they are being treated respectfully, they are sometimes more excited likely to work extra hours without receiving monetary compensation (Rehman et al., 2019). Employees want to be treated with dignity at work, rather than more financial benefits on a regular basis. So they do not pursue money frequently only. In this regards Harunavamwe & Kenengoni, (2013) support that money is only a means of subsistence; it does not motivate employees on its own. Non-monetary rewards, such as recognition, participation in decision-making process, and job security, play a role throughout employee motivation that monetary rewards cannot. But this theory does not always be positive. Barrows, (2017) argues that employees' moods are positively changed by compensation, promotion, and benefits, not only

recognition that leads to a path of satisfaction from the workplace environment. It can be concluded on the foundation of the literature reviewed that respect and recognition, contribute to a positive psychological workplace environment.

2.2.3 Financial Working Environment

Workers who perform well at work are more likely to receive adequate remuneration, incentives, and bonuses, as well as advance funds as needed. According to Adam's theory of equity, financial incentives and compensation should be distributed based on the worker's performance (Boye Kuranchie-Mensah & Amponsah-Tawiah, 2016). An unbalanced financial environment, such as equal distribution of monetary rewards, (it should be performance based distribution rather than equality) leads to employ dissatisfaction and high job turnover (Garbers & Konradt, 2014). Monetary rewards are part of the organization's financial environment. When a reward is given based on an employee's performance, it helps to improve the performance of employees and increase satisfaction (Aguinis et al., 2013).

3. Employees Satisfaction

Employee satisfaction is the psychological and mental condition of being able to perform the assigned role which appears to differ from one employee to the next (Taheri et al., 2020). Employee satisfaction is the combined environment of psychological, physiological, and environmental factors that motivate an individual to say truthfully "I am satisfied with my job." (AZIRI, 2021). Because each individual is unique, they have unique needs that cannot be met by a similar environment. As a result, the level of satisfaction appears to be different (Shmailan, 2016). If organizations want to succeed in their performance in this most competitive era, they must understand the level of employee satisfaction, which is critical. Employee satisfaction is comprised of several intrinsic elements that deal with the sensation of satisfaction (Raziq & Maulabakhsh, 2015).

4. Statement of the Problem

The working environment is a determinant of work performance. Organizational progress depends on the performance of the employees and performance is also depends on the work satisfaction of the employee (Christen et al., 2006). Employees feel at ease performing their duties in a pleasant working environment (Holbert et al., 2021). They require impartial treatment at work, as well as remuneration ,reward ,security and respect (Turnley et al., 2003). In this regard, Madesh Provinces have 40 community colleges (UGC, 2021) with approximately 200 non-teaching faculty members. They are treated in accordance with college policies; however, college policies are not similar because community colleges are free to develop employee policies this seems dissimilar among itself. Hence, how employees have realized the work environment of their related college? To what extent they are satisfied with this environment to (Gaihre et al., 2021) conduct their duties smoothly? There are very few studies found about the teaching faculties of the community college of Nepal (Gaihre et al., 2021, Mainali & Verma, 2021) but no study find related to non-teaching faculties. Hence, this paper attempts to search for the answers to the above questions through the research.

5. Research Questions

This paper is centered on seeking the answers to the following questions:

- a. How are the work environment trends of community colleges for their non-teaching faculties?
- b. Do non-teaching faculties satisfy with the work environment of the community colleges?

6. Research Objectives

The following objectives of the research have been determined for this paper:

- a. To explore the work environment practices of community colleges in references to non-teaching faculties.
- b. To identify the satisfaction level of non-teaching employees in regards to the work environment practices of community colleges.

7. Significance of the Study

This study could contribute to the literature on community college work environment practices in relation to non-teaching faculties and it finds employee satisfaction levels, which assists organizations and its stakeholder in determining how satisfied non-teaching faculty are with our practices. Similarly, this study suggests to the organization regarding employees' intentions and inclination towards the work environment and satisfaction, which will be proven to be a buster dose for organizational performances.

8. Scopes of the study

This study focuses solely on work environment practices, particularly in the social, psychological, and financial environments, as well as employee satisfaction from the perspective of non-teaching faculty at Nepal's community colleges in Madhesh Pradesh. The targeted population of this study is consists of non-teaching faculty members who are administrative only and but not incorporated supportive staff. The purpose of this study is to appraise the impact of the work environment on non-teaching faculties satisfaction at community colleges. The relationship between the work environment and satisfaction has been tried to justify on the basis of human relations theory and Adams equity theory of motivation in this study.

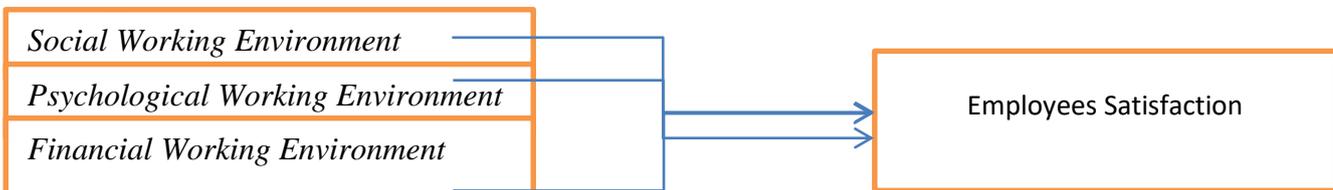
9. Delimitation of the study

This paper is only limited to the working environment of community colleges on the view of non-teaching faculties at Madhesh Province of Nepal therefore the findings of this paper cannot be generalized to other types of colleges (constitutes and Private) and provinces across the country.

10. Purposed Research Model

This study has attempted to test the relationship between the independent variables (social, psychological, and financial environment) with the dependent variable (employee satisfaction) of the colleges. This has clearly shown in a diagram.

Diagram -1 Purposed Research Model



11. Purposed Hypothesis

The following hypotheses have formulated in accordance with the study's intended research model:

- a.H01: The social working environment has no effect on non-teaching faculties' satisfaction.
- b.H02: The psychological working environment has no effect on non-teaching faculties satisfaction.
- c. H03: The financial environment has no effect on non-teaching faculties' satisfaction.

3. MATERIALS AND METHOD USED

The study took a quantitative approach, employing a descriptive cross-sectional survey design. The community colleges of Madhesh Province were divided into two strata based on HERP selected and the non-selected. Out of 40 community colleges, eight were chosen, four of which were HERP-selected and the remaining four were not. The sample was drawn from the targeted population using proportionate stratified and systematic random sampling techniques.

A structured questionnaire was used to collect information from the sample respondents. The tool's validity was tested using language and feedback translation, as well as expert opinion, and a pilot study was conducted with 10% of respondents. Similarly, a Cronbach's Alpha test was performed for the reliability test which has been presented in table 1.

Table -1 Reliability Statistics of the tool

Reliability Statistics			
Working environment	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Items
Social	.721 - .751	.740	5
Psychological	.71 - .730	.083	3
Economic	.761 - .790	.774	6
Satisfaction.	.701 - .733	.729	5

Table 1 presents that the confidence values for all variables exceed the threshold .70.

The purpose of this study is to look into the impact of the work environment (social environment, psychological environment, and economic environment) on employee satisfaction. A cross-sectional sampling technique was used to collect data from the community college's administrative employees. The data collection and processing took one month to complete. The data was processed using SPSS version 26 to run statistical tests such as descriptive statistics, Pearson's correlation, and regression analysis to investigate the relationship between the variables chosen. A structured questionnaire in Nepali was used to collect data through a personal contact approach. In the social environment questionnaire, the items were assessed on a five-point Likert scale ranging from 1 to 5, with 1 being very poor and 5 being very good. The Cronbach alpha coefficient revealed $\alpha=0.78$ for this construct, indicating high reliability. The various aspects of psychological environments were evaluated on a five-point Likert scale ranging from 1 (very large extent) to 5 (very small extent) to inquire about the working conditions. The alpha coefficient is $\alpha=0.87$, indicating high reliability. On a five-point Likert scale, the various aspects of the financial environment were also evaluated, which ranged from 1 to 5, (1 = very poor to 5 = very good). Similarly, employee satisfaction variables were rated on a five-point

Likert scale ranging from 1 to 5, with 1 being strongly disagreed and 5 strongly agreed, yielding an alpha coefficient of 0.93, indicating the highest reliability.

4. REULT AND DISCUSSION

4.1 Socio-Demographic description of the respondents

Respondents' socio- demographic characteristics have been shown in Table 2 below:

Table - 2 Socio-Demographic descriptions of the respondents

Socio-demographic variables		Frequency (N)	Percentage (%)
Gender	Male	75	88.2
	Female	10	11.8
	Total	85	100.0
Age group	26-32	5	5.9
	33-39	40	47.1
	40-46	10	11.8
	47-53	30	35.3
	Total	85	100.0
Qualification	PCL	10	11.8
	Bachelor	55	64.7
	Master's	20	23.5
	Total	85	100.0
Designation	Asst. Admin.	40	47.1
	Library Assistant	10	11.8
	Accountant	10	11.8
	Head Assistant	15	17.6
	Finance controller	5	5.9
	Store Assistant	5	5.9
	Total	85	100.0
Appointment types	Contract	15	17.6
	Temporary	20	23.5
	Permanent	50	58.8
	Total	85	100.0
Working tenure in the college	Less than 5 year	20	23.5
	6 - 10 year	25	29.4
	11-15 year	10	11.8
	More than 15 year	30	35.3
	Total	85	100.0
Yearly salary	2-4 lakh	55	64.7
	4-6 lakh	25	29.4
	More than 6 lakh	5	5.9
	Total	85	100.0

Sources – Field Survey 2022

Table -2 summarizes the respondents' socio-demographic information.

4.2 Higher Education Reform Project (HERP) status of the colleges

Table -3 display the HERP status of the college:

		Frequency (N)	Percentage (%)
HERP Status	Selected	65	76.5
	Non-selected	20	23.5
	Total	85	100.0

Sources – Field Survey 2022

Table 3 shows that out of all respondents, 76.5% are from HERP-selected and the remaining 23.5% are from non-selected colleges.

4.3 Social working environment practices of the colleges

Practicing a social work environment plays an important role in getting the job done for employees. The table below shows the reality of colleges' social work environment practices that employees at each workplace have felt.

Table-4 Social working environment practices of the colleges

Social Working Environment			Employee response				Total	
			Poor	Neutral	Good	Very Good		
Employee Help	HERP Status	Selected	N	0	5	60	0	65
			%	-	5.88	70.58	-	76.47
		Non-selected	N	0	0	15	5	20
			%	-	-	17.65	5.88	23.53
Total			0	5	75	5	85	
Discrimination Status	HERP Status	Selected	N	0	25	35	5	65
			%	-	29.41	41.17	5.88	76.47
		Non-Selected	N	0	0	15	5	20
			%	-	-	17.65	5.88	23.53
Total			0	25	50	10	85	
Employee – Admin. Relation	HERP Status	Selected	N	5	5	40	15	65
			%	5.88	5.88	47.5	17.65	76.47
		Non- Selected	N	0	0	10	10	20
			%	-	-	11.76	11.76	23.52
Total			5	5	50	25	85	
Gender Equity	HERP Status	Selected	N	0	10	55	-	65
			%	-	11.76	64.71		76.48
		Non- Selected	N	0	0	15	5	20
			%	-	-	17.65	5.88	23.52
Total				10	70	5	85	
Interpersonal communication among the employees	HERP Status	Selected	N	0	5	60	-	65
			%	-	5.88	70.59	-	76.47
		Non- Selected	N	0	0	15	5	20
			%	-	-	17.65	5.88	23.53
Total				5	75	5	85	

Sources – Field Survey 2022

Table -4 shows that social working environments such as employee cooperation as well as employee institution head relations, appear to be positive in both HERP selected and non-selected colleges of the study area. Similarly, the data indicates there seems no discrimination based on various variables in the workplace.

4.4 Psychological working environment practices of the colleges

Employees need to be free, motivated to perform at work, and feel safe within the organization. With this implication in mind, the researcher gathered information about the employee's feelings about psychological working environment practices which are presented in the table.

Table-5 Psychological working environment practices of the colleges

Psychological Working Environment			Employee response					Total	
			Very large extent	Large extent	Neutral	Small extent	Very small extent		
Motivation for the employees	HERP Status	Selected	N	5	5	30	5	20	65
			%	5.88	5.88	35.29	5.88	23.53	76.47
		Non-selected	N	15	0	0	0	5	20
			%	17.65	-	-	-	5.88	23.53
Total			20	5	30	5	25	85	
Security of the job	HERP Status	Selected	N	10	15	25	5	10	65
			%	11.76	17.65	29.41	5.88	11.76	76.47
		Non-Selected	N	10	0	10	0	0	20
			%	11.76	-	11.76	-	-	23.53
Total			20	15	35	5	10	85	
Interfere at work of the employees	HERP Status	Selected	N	0	5	10	25	25	65
			%	-	5.88	11.76	29.41	29.41	76.47
		Non-Selected	N	0	0	10	0	10	20
			%	-	-	11.76	-	11.76	23.53
Total			0	5	20	25	35	85	

Sources – Field Survey 2022

In comparisons of HERP selected colleges, employee motivation practices are seen well than in non-selected colleges. Similarly, 5.88 percent of employees at HERP-selected colleges have experienced external interference at work, but the table shows that there is no external interference in employees' work in HERP non-selected colleges. 17.64 percent of HERP college employees believe their job is insecure, but there is no realized job challenge in non-selected colleges.

4.5 Financial working environment practices of the colleges

In any industry, the financial environment is the most motivating factor for employees. It is also implacable in community colleges in the same way. Employees cannot be happy and satisfied unless the colleges have a good economic environment. Table No.5 depicts employees' attitudes toward the economic environment in this context.

Table-5 Financial working environment practices of the colleges

Financial Environment			Employee response					Total	
			Very poor	Poor	Neutral	Good	Very Good		
Extra work payment	HERP Status	Selected	N	15	15	15	20	0	65
			%	17.65	17.65	17.65	23.52	-	76.47
		Non-selected	N	0	10	0	10	0	20
			%	-	11.76	-	11.76	-	23.53
Total			15	25	15	30	0	85	
Grade payment practices for permanent employees	HERP Status	Selected	N	5	0	30	30	0	65
			%	5.88	-	35.29	35.29	-	76.47
		Non-Selected	N	5	0	5	10	0	20
			%	5.88	-	5.88	11.76	-	23.53
Total			10	0	35	40	0	85	
Festival allowance (Dashain)	HERP Status	Selected	N	0	0	15	50	0	65
			%	-	-	17.64	58.83	-	76.47
		Non- Selected	N	0	5	0	10	5	20
			%	-	5.88	-	11.76	5.88	23.53
Total			-	5	15	60	5	85	
Post based salary	HERP Status	Selected	N	0	5	20	35	5	65
			%	-	5.88	23.52	41.17	5.88	76.47
		Non- Selected	N	0	5	0	15	0	20
			%	-	5.88	-	17.64	-	23.53

		Total			10	20	50	5	85
Monthly salary pay	HERP Status	Selected	N	20	10	0	35	0	65
			%	23.52	11.76	-	41.17	-	76.47
		Non- Selected	N	0	5	10	5	0	20
			%	-	5.88	11.76	5.88	-	23.53
	Total			20	15	10	40	0	85
Advance salary pay	HERP Status	Selected	N	5	5	25	30	0	65
			%	5.88	5.88	29.41	35.29	-	76.47
		Non- Selected	N	5	5	0	10	0	20
			%	5.88	5.88	-	11.76	-	23.53
	Total			10	10	25	40	0	85

Sources – Field Survey 2022

The table indicates that the majority of the employees' opinions are good in terms of the financial working environment of the community colleges in both HERP selected and non-selected. **Hypothesis Test**

Hypothesis 1 (H0): Social working environment have no effect on the satisfaction of non-teaching faculties

Table - 6 Regression R, F and R square change value for hypothesis test

Regression R, F and R square change value for hypothesis test											
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change (ANOVA)	df1	df2	Sig. Change		
1	.726 ^a	.527	.503	.301	.527	22.286	4	80	.000	2.191	
<i>a. Predictors: (Constant), Gender Equity, Employees help, O tolerance in employees discrimination, Employee relation</i>											
<i>b. Dependent Variable: Satisfaction from social working environment of the college</i>											

Table 6 shows that the ANOVA calculated value (F change) = 22.286 and the significance value is.000, which seems less than the alpha value ($\alpha \leq 0.05$). As a result, the output value, the social working environment at the community college, has an effect on employee satisfaction because the table exploring the intended null hypothesis (H0) is statistically rejected. It is now possible to conclude that non-teaching employees are satisfied with the social working environment at community colleges. The table is also indicating a moderate correlation between dependent and independent variables where the value of R is .726. Similarly, the R square value is .527 which represents 52.7 percent variances in the social working environment of the colleges and non-teaching faculties' satisfaction.

Hypothesis 2 (H0): Psychological working environment have no effect on the satisfaction of non-teaching faculties

Table - 7 Regression R, F and R square change value for hypothesis test

Regression R, F and R square change value for hypothesis test											
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.255 ^a	.065	.030	1.087	.065	1.871	3	81	.141	1.929	
<i>a. Predictors: (Constant), Job security, Positive motivation from college, External Interfere at work</i>											
<i>b. Dependent Variable: Satisfaction from psychological working environment of the college</i>											

Table 7 shows that the ANOVA calculated value (F) = 1.871 and the significance value is.141, which seems greater than the alpha value ($\alpha \geq 0.05$). As a result, the purposed null hypothesis can be statistically failed to reject on the basis of the calculated information. According to information, the community college's psychological working environment is not favorable to employees. It implies that there is no positive motivation or job security. The results show that external interference, rather than

motivation, is present. The table is showing a negligible correlation between dependent and independent variables where the value of R is .255^a. Similarly, the R square value is .065 which represents 65 percent variances in the psychological working environment of the colleges and non-teaching faculties' satisfaction.

Hypothesis – 3 (H0) Financial working environments have no effect on the satisfaction of non-teaching faculties

Table – 8 Regression R, F and R square change value for hypothesis test

Regression R, F and R square change value for hypothesis test										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.888 ^a	.788	.778	.366	.788	74.411	4	80	.000	1.419
<i>a. Predictors: (Constant), Post based salary pay, Festivals (Dashain) Allowance, Grade payment , Extra work pay</i>										
<i>b. Dependent Variable: Satisfaction from financial working environment of the college</i>										

Table 8 shows that the ANOVA calculated value (F change) = 74.411 and the significance value (Sig.F change) is .000, which seems less than the alpha value ($\alpha \leq 0.05$). As a result, the output value, the financial working environment at the community college, has an effect on employee satisfaction because the table exploring the intended null hypothesis (H0) is statistically rejected. It is now possible to conclude that non-teaching employees are satisfied with the financial working environment at community colleges. The table is also indicating a high positive correlation between dependent (*Satisfaction from financial working environment*) and independent (*Post based salary pay, Festivals (Dashain) Allowance, Grade payment , Extra work pay*) variables where the value of R is .888^a. Similarly, the R square value is .788 which represents 78.8 percent variances in the financial working environment of the colleges and non-teaching faculties' satisfaction.

Summary of hypothesis

SN	Hypothesis	Results
1.	Social working environment have no effect on the satisfaction of non-teaching faculties (H0).	Rejected
2.	Psychological working environment have no effect on the satisfaction of non-teaching faculties (H0).	Failed to reject
3.	Financial working environments have no effect on the satisfaction of non-teaching faculties (H0).	Rejected

Findings

The research's findings are mentioned below.

1. Non-teaching faculties are satisfied with the social working environment practices of the community college because the null hypothesis (H0) was rejected where Sig. F Change is .000 in 95 percent of confidence level. And (R) = .726 which proves medium correlation among the dependent and independent variables as well.
2. Information indicates that non-teaching faculties are not satisfied with the psychological working conditions of the community college. The data found that the job is insecure; some external pressure was found in employees' work and not in employees' motivation practices at all because the null hypothesis is failed to rejected where Sig. F Change is .141 in 5 percent margin of error.
3. Non-teaching faculties are satisfied with the financial working environment practices of the community college because the null hypothesis (H0) was rejected where Sig. F Change is .000 in 95 percent of confidence level. And (R) = .888^a which proves high positive correlation among the dependent and independent variables as well.

Discussion and conclusion

The impact of the social, psychological and financial working environment on non-teaching employees were tested on the basis of descriptive statistics. Hypothesis testing for is done with regression analysis and, it concluded from the study results that working environment practices like social and financial have found a significant impact on employee satisfaction. But the psychological working environment hasn't appeared satisfactory to the employees. Those who were satisfied ranked that an extremely satisfied and the majority of the respondents indicated that they were satisfied. However, A few numbers of respondents also asserted that confidence in the job, in general, was not high in college.

It is suggested to the stakeholders of the respective community college that the employees' working environment be fairly maintained. Employees must feel job security, good social relations among staff, and financial facilities should be received as per their contribution. After that employee motivates to their work to do better. Consequently, the goodwill of the organization will increase.

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