

THE MEDIATION EFFECT OF SATISFACTION AGAINST ENVIRONMENT AND PERFORMANCE: A STUDY ON PRIVATE SCHOOL TEACHERS

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ABSTRACT

Performance at work has been an issue of importance in organisations but its measurement is a complicated function. The intention, expectation and perception towards job can be expressed by the employees but their performance is subjected to be gauged by their authorities, colleagues, subordinates and clients. The paper aims at finding out the impact of environment in terms of Work Environment, Infrastructure, Employee Performance, Convenience and Facility, Entertainment at workplace on performance of school teachers in capital city Raipur. The performance here is planned to be measured by the immediate superiors through structured questionnaire. The study has been planned through a causal model based on primary data collected from both the teachers towards the environment and their superiors towards their performance. The expected contribution of this study is to contribute to the school management and strategy makers towards desired performance. It can also prove to be a basis for further research.

Key Words: Work Environment, Infrastructure, Employee Performance, Convenience and Facility, Entertainment.

1. Introduction

In the realm of education, Teachers' role is paramount serving as the foundation stone upon which students' academic success and personal development rest. Within this landscape, it is vital to understand the environment in which a teacher operates that moulds their performance and quality of education at large. Comprehending this complex interplay between the work environment, teacher satisfaction, and performance is essential for strengthening the educational ecosystem conducive to outcome based learning. This study delves into the dynamics among these variables with prime focus on private school teachers in Raipur, Chhattisgarh.

Raipur is the capital city of Chhattisgarh having population 1,483,289 (Census of India, 2011). This dense population in the small geographic area is a sign of potential business and non-business

projects. It is financially a fast growing area since its inception in the year 2000. As a result the city has famous academic institutions like NIT, IIM, IIT, IIIT, Pt. R S University, Law University, Agriculture University, AIIMS etc. This rapid development has also led to a proliferation of school education with 145 private schools in the city.

Such a big number of schools has created a competitive environment among them. The market players (school owners/ administrators) have been developing strategies to attract the customers (students/ students' parents) through various pricing and promotion strategies like first year discount offer, advertisement through print and digital media, publicity through social media, hoardings, events etc.

But one of the most challenges in service industry especially in school education towards retaining the existing and inviting the new customers is providing quality service which is the outcome of performance of service providers, the teachers. Work environment is one of the prime factors of teachers' performance but on the contrary it has been observed that the expectation of performance is higher from private school teachers than those from government schools on almost similar work environment. In such conditions the performance strategy makers remain in the quest of knowledge for effective working environment elements responsible for significant performance.

This particular investigation gives us an idea about teacher satisfaction as a mediator between the work environment and performance. While past studies have shown the individual impact of these variables, the mediating role of satisfaction remains relatively underexplored, particularly in the context of private school teachers in Raipur. By studying this mediation effect, the intricate mechanisms may be unveiled through which the work environment influences teacher performance, both directly and indirectly. By addressing this gap, the study contributes to a deeper understanding of the complex dynamics at play within educational settings.

Moreover, the study's focus on private school teachers showcase the unique dynamics of the private education sector, where expectations and pressures often differ from those in the public sector. Private school teachers are frequently encountered with high performance expectations amidst similar work environments beating the competition, underscoring the need to determine the specific factors that contribute to their satisfaction and, consequently, their performance.

Through an empirical investigation based on the established theories and prior research, this study aims to illuminate the significant variables within the work environment that influence a teacher's performance, both autonomously and through the mediating lens of satisfaction. By understanding these critical dynamics, the findings of this study hold implications for educational policymakers, school administrators, and practitioner's alike, providing actionable insights to create more supportive and empowering work environments for teachers' excellence and, thereafter, student success. By contextualizing the study within Raipur's educational landscape, the research provides insights that are directly relevant to local stakeholders and decision-makers.

Beyond its practical implications, the study contributes to the academic literature by advancing theoretical understanding of the interplay between work environment, satisfaction, and performance in educational settings. By empirically testing the mediation model proposed in the study, researchers can refine existing theories and frameworks, enriching the broader discourse on teacher effectiveness and organizational psychology in education. Overall, this study is an attempt to identify the significant variables of work environment which influence teachers' performance.

2. Literature Review

(Desi, Utami, & Prasetya, 2023) , suggested that work environment has a significant impact on employee performance and satisfaction levels. So, if one wishes to increase the productivity levels of employees, consider to improvise the work environment that may confer upon improved performance. (Moffat, Rioux, & Scrima, 2023), confirmed that environmental characteristics play a major role in meeting the need of employees. Management must carefully consider the basic physical space of workplace as a means to engaging employees thereafter increasing their satisfaction levels.

(Johnson, Bortsie-Ghartey, Boasu, Ansah, & Peprah, 2023), mentioned in their paper that welfare allowances also play a major role in encouraging employees to perform at their best towards attainment of goals. In the realm of education sector, these welfare packages may act as a motivator to fulfill the satisfaction gap thereby fostering professionalism in the teachers enhancing the quality academic outcomes. (Silitonga, Wibisono, Indrawan, Indrayani, & Ngalian, 2023) , concluded that infrastructure has a significant effect on increasing motivation behind a teachers' performance in comparison to compensation and competence. These two also has an impact but little lesser than the infrastructure and basic amenities.

Sinha (2001) find employees' performance as the outcome of willingness and openness employee towards the job. He explains that high willingness and openness leads to increased productivity which directly results into performance. Clements (2006) explains the concept workplace performance in terms of corporate productivity. He also explains the workplace environment as the support system by the employer to the employee at work. Stephan and James (1994) have explained nine reasons for employee performance viz., Experience, Ability, Training, Work, Dominance, Dependability, Adjustment, Cooperativeness and Internal control. Their study is on Task Performance versus Contextual Performance in which they find that both perform individually.

Turnipseed (1994) studied on environmental variables and found that Supervisor support, Task Orientation, Clarity, Involvement, Work Pressure and Autonomy are the responsible factors for performance. Elechi et al. (2018) conducted a study on Nigerian prison personnel and found that job autonomy has a significant positive relationship with job satisfaction. BakoticandBabic (2013) conducted a study on and employee satisfaction and found that employees working difficult conditions were dissatisfied leading to under performance. Tariq et al. (2013) conducted a study

on telecom sector and observed that variables like workload, salary, stress at work place and conflicts are directly associated with employee satisfaction which leads to performance.

Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era. Working environment includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

Garland et al. (2009); Griffin (2001); Lambert (2004); Lambert and Paoline (2008); and Misis et al. (2013) find that demographic factors have impact on satisfaction and performance. Vroom (1964) found Job satisfaction as an emotional orientation of ownership which leads to performing at the work place. Hoppok and Spielgler (1938) find job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to perform. Lane et al. (2010) explain wages, working hours, autonomy given to employees, organizational structure and communication as factors of working environment. Raziq and Raheela (2014) conduct a study on multi-sectors and determine Working Hours; Job Safety and Security; Relationship with Coworkers; Esteem Needs; and Top Management as the variables of working environment.

It is evident from the review that the environmental factors have significant impact on employee performance

2.1 Literature Gap

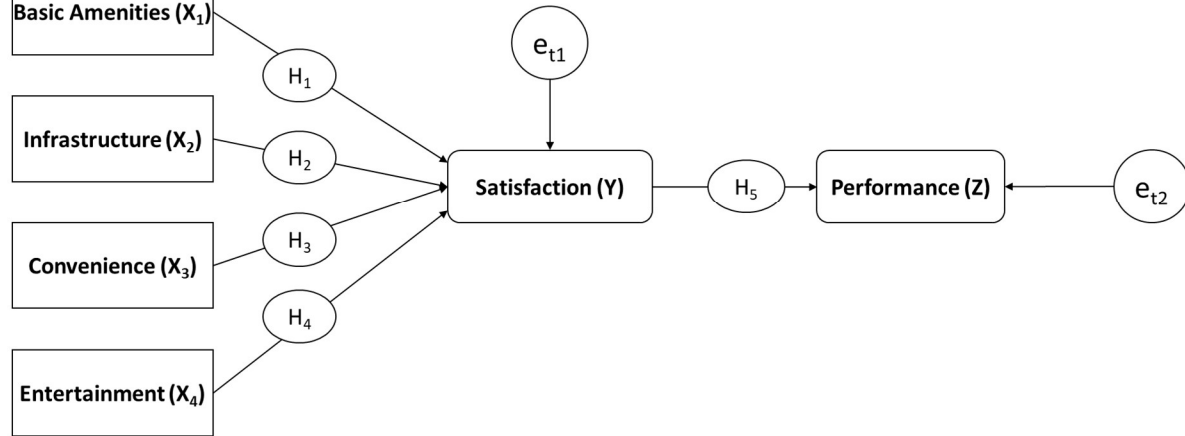
Most of the studies have been conducted on industries producing tangibles, few studies on service industry and extremely few on education industry. The environmental variables covered in studies are mainly working hours, job safety, job security, relationship among employees, esteem needs and the influence of top management but the variables like availability of basic amenities, infrastructure, convenience and entertainment are not found in the studies especially on education industry. The basic amenities include infirmary, dining space and visitors' meeting place while infrastructure includes classroom, library and laboratory. Convenience includes restroom, cafeteria and cupboards while entertainment includes sport club and recreation room (UrbanPro, 2011; Father Leblond School, 2018; Rituparna, 2019)

3. Research Methodology

The variables for the study have been identified as basic amenities, infrastructure, convenience and entertainment influencing teachers' satisfaction which leads to performance.

3.1 Conceptual Framework of the Study

The variables Basic Amenities(X_1), Infrastructure (X_2), Convenience (X_3) and Entertainment (X_4) are taken to be the Explanatory Variables against Teachers' Satisfaction (Y) as Endogenous Variable while, in turn, Satisfaction is taken to be the Explanatory Variable (Y) against Performance (Z) as Endogenous Variable.



Source: Researcher's Own Construct based on Literature

3.2 Mathematical Framework

$Y = f(X_1, X_2, X_3, X_4, X_5)$ and $Z = f(Z)$

$$\hat{Y} = \beta_0 + \sum_{i=1}^4 \beta_i X_i + e_{t1}$$

$$\hat{Z} = \beta_0 + \beta Y + e_{t2}$$

3.3 Hypotheses

- H_1 : Basic Amenity has a significant impact on Satisfaction;
 H_2 : Infrastructure has a significant impact on Satisfaction;
 H_3 : Convenience has a significant impact on Satisfaction;
 H_4 : Entertainment has a significant impact on Satisfaction; and
 H_5 : Satisfaction has a significant impact on Performance.

The study has been conducted through causal model based on primary data collected from private school teachers from Raipur City. The data has been collected through structured questionnaires on 7-point Likert's scale through systematic random sampling.

4. Data Analysis and Interpretation

The study is an attempt to measure the impact of Work Environment on Performance with Satisfaction as a mediating variable. Therefore, the data has been analysed through multiple regression analysis.

Table 1: Model Summary				
R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.655	0.430	0.424	1.0018	1.841

a. Predictors: (Constant), X1, X2, X3, X4

b. Dependent Variable: Y

Model Summary

It is evident from Table 1 that the model explains 43% of variance. Durbin Watson statistics declares that there is no chance of autocorrelation.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	287.230	4	71.807	71.543	0.000
Residual	381.404	380	1.004		
Total	668.634	384			
Dependent Variable: Y					

ANOVA

It is evident from Table 2 that the model explains is significant at 5% level of significance.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	6.466	0.401		16.125	0.000		
X1	0.427	0.053	0.617	7.995	0.000	0.252	3.961
X2	-0.247	0.057	-0.313	-4.360	0.000	0.291	3.432
X3	0.072	0.076	0.048	0.947	0.344	0.593	1.687
X4	-0.547	0.089	-0.344	-6.130	0.000	0.477	2.094
Dependent Variable: Y							

Coefficients

It is evident from Table 3 that hypotheses H₁, H₂ and H₄ are accepted. Therefore, basic amenities, infrastructure and entertainment have significant impact on satisfaction.

Impact of Satisfaction on Performance

Table 4

Model Summary				ANOVA					
R	R Square	Adjusted R Square	Std. Error of the Estimate	Model	Sum of Squares	df	Mean Square	F	Sig.
0.846	0.716	0.715	0.7316	Regression	516.830	1	516.830	965.571	0.000
				Residual	205.004	383	0.535		
				Total	721.834	384			

Table 5: Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-0.023	0.157		-0.146	0.884
Y	0.879	0.028	0.846	31.074	0.000
Dependent Variable: Z					

Interpretation

It is evident from Table 4 that the mediating variable Satisfaction explains around 72% of the variance which suggests a high suitability of model. The model is significant at 5% level of significance. Table 5 explains that H_5 is accepted.

5. Conclusion

It can be concluded on the basis of data analysis that while basic amenities, infrastructure and entertainment have significant impact on satisfaction of private school teachers, convenience is not found to have impact on satisfaction. On the other hand, satisfaction has a significant impact on Performance. The basic amenities include infirmary, dining space and visitors' meeting place while infrastructure includes classroom, library and laboratory while entertainment includes sport club and recreation room (Urban Pro, 2011; Father Leblond School, 2018; Rituparna, 2019).

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