

## Working Environment and Workload towards the Job Satisfaction: A Study of Non-Academic Administrative Officers of State Higher Education Institutions in Sri Lanka

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### Abstract

*In the present world, issues related to working environment, workload and job satisfaction are intense in most occupations and more severe among professionals. Notably, workforce in higher education institutions all over the world are undergoing these issues. In this study, the researcher tried to identify the impact of working environment and workload on job satisfaction. A sample of 300 non-academic administrative officers has drawn from 9 higher education institutions in Sri Lanka. A structured questionnaire has been administered among the respondents by applying quantitative approach. Analysis of Variance (ANOVA), Analysis of Regression, and Correlation Analysis have been used to achieve the study objectives. The results discovered that the working environment has a significant impact on job satisfaction of non-academic administrative officers of higher education institutions in Sri Lanka. Further, the study highlighted that workload does not significantly affect job satisfaction of non-academic administrative officers of higher education institutions in Sri Lanka. Nonetheless, the study highlights the importance of dealing with job satisfaction of non-academic administrative officers of higher education sector related to workload and unfavorable working environment for the well-being of the Institute and individual employee.*

**Keywords:** *Job Satisfaction; Working Environment; Workload; Non-Academic Administrators; Higher Education Institutes.*

### Introduction

Job satisfaction is an extremely imperative aspects in individual and organizational performance and it is a core factor which reflect the personal career advancement, employee retention, and the company achievements (Krishnan et al., 2018; Robinson, 2019; Wahyudi et al., 2023). Job satisfaction is important to research since it has substantial consequences for the well-being of both the organization and the employees (Abdirahman et al., 2018; Kamran et al., 2017; Krishnan et al., 2018; Malik et al., 2020; Rifadha & Sangarandeniya, 2015; Tegor et al., 2023). Job satisfaction is influenced by a number of elements; working environment, workload, responsibility, kind of work necessary skills, job status, benefits, security, pay and promotion prospects. (Trita & Enrika, 2020).

The working environment is a substantial interpreter of job satisfaction and retention (Shanthakumary & Nirushika, 2020; Sims, 2019). A work environment influences peoples' performance; a positive work environment inspires employees to boost employees' sense of responsibility to perform better work, which will lead to higher production. Employees may struggle to perform their duties because of a mismatch in the work environment, leading to ineffective and wasteful labor (Kurnianto et al., 2021). A suitable work environment will encourage and raise employee morale and pleasant working environment has a favorable influence on the productivity of employees in firms (Kurnianto et al., 2021). Sukdeo (2017) highlighted that employee working environment has an impact on employee satisfaction and on productivity.

An employee's workload is also significant factor which influences the job satisfaction. The organizational structure functions constitute workload and task complexities of workers. The variability of the workload of employees in most organizations is largely dependent on their departments. But there is no guarantee

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that workload is balanced even in the same department. A workload balance or imbalance is the perception of an employee as a result of perceived differences between his and other organizational members' workloads (Srivani, 2018).

Issues related to working environment, workload and job satisfaction are acute in most occupations and more severe among professionals (KR et al., 2023; Latiep, 2023; Kelly et al., 2020; Malik et al., 2020; Hollanda et al., 2019; McNaughtan et al., 2018; Rahman et al., 2020). Importantly, employees in Higher Education Institutions in many countries experience these issues (Kamaran et al., 2016; Sari & Seniati, 2020; Dorenkamp & Sascha Ruhle, 2018; Sahito and Vaisanen, 2019).

Non-academic administrators of the Higher Education Institutes, the study's target group, is also experiencing the same issues. They are accountable for the institution's administrative and financial performance, are directly engaged in the operations of management and finance strategic aspects and communicate face to face with consumers (Dompelage et al., 2019). They have a huge workload behind the screen and neglecting their well-being could be harmful to both the individual and the company as a whole (Inuwa, 2016). As a result, identifying the issues that this set of employees faces is critical. Ignoring their needs could be harmful to both the individual and the higher educational institutes. Hence, analyzing the relationship between workload, working environment and job satisfaction of these employees at state higher educational institutions, which are entrusted with significant responsibility for the country's future, is critical for Sri Lanka's development.

This research study's significance is astounding because there is very few research have done on the effect of working environment and workload towards the job satisfaction of non-academic administrative officers at Sri Lankan State Higher Education Institutions (Gamage, 2016). Further only very few studies have done in the other parts of the world as well. Hence, this study helps to fill gap in the literature regarding the effect of workload and working environment towards job satisfaction of non-academic administrative officers in State Higher Educational Institutes in Sri Lanka.

## **Review on Literature**

Job satisfaction is the most widely discussed core subject in the occupational sector. Employees with more job satisfaction have shown greater commitment to their organizations than employees with less satisfaction with their employment (Nasserallah, 2017). Employment satisfaction means feelings that an employee goes through and is attitudinal to his career, his environment, and his work tasks. These experienced feelings and attitudes can be influenced by a variety of things and the working atmosphere of an employee, and the workload are the main influencing factors of job satisfaction (Metz, 2018).

In Sri Lankan scenario employee job satisfaction may be predisposed by the actual work environment in which they work, the quality of relationships between employees and their respective superiors, and the level of fulfillment in their employment (Amerasena, 2019). It was discovered that working in a supportive and welcoming environment was critical for job success. The prevalence of job stress due to the working conditions among staff officers and management assistant of Sri Lankan public sector was 74.6% and 80.5%, respectively and significant number of administrators are afflicted by job stress (Gamage et al., 2016). Further, it was reported that the overall job satisfaction of employees in Sri Lanka beneficially influence by the working environment. Also, employees struggle due to dissatisfaction with workplace arrangements (Amerasena, 2019; Aruanshantha, 2019).

Workload also has a substantial effect on the employee's job satisfaction, efficiency and performance (Setyanti et al., 2022). Workload is a set of activities that an organizational unit or officeholder must do within a specified time frame and determining the quantity, task, principle, and function of each employee is critical. This has a substantial influence on employee efficiency and performance (Setyanti et al., 2022). Umma and Zahana (2020) identified that in Sri Lanka workload not only demands employees time in the institution but also extends to their home. Due to a heavy workload and a more involved and involved role, employees in Sri Lankan working community are under a lot of stress, which makes them dissatisfied with

their jobs. (Arunika & Kottawatta, 2015; Arunshantha, 2019). Jayatilake (2017) mentioned that university employees are less satisfied because of their heavy workloads and unfavorable work environment.

However, there are opposing findings of previous studies in relation to the research on the relationship of working environment and workload towards the job satisfaction. Inegbedion et al. (2020), Hollanda et al. (2019) and Naheed et al. (2018) employee workload and job satisfaction have a favorable association. In contrast Chiew et al. (2018) and Omar et al. (2015) mentioned that the relationship between workload and job satisfaction is negative. Lando et al. (2023) also reported a negative relationship between workload & job satisfaction and in contrast Kusdianto, & Samsinar (2023) revealed a positive relationship between workload and job satisfaction. In Sri Lankan context, the research showed that working environment is correlated favorably with job satisfaction (Shanthykumar & Nirushika, 2020; Dompelage et al., 2019; Jayatilake, 2017). In contrast Herath & Wijerathna (2019) found bad working conditions have a negative impact on job satisfaction. Ranaweera & Si Li (2018) was also in opposition to the others, who discovered that there is no link between work environment and job happiness.

Hence, these opposing findings of previous western and Sri Lankan studies in relation to the effect of working environment and workload towards job satisfaction necessitated further investigation into the link between the aforementioned variables by the researcher.

Moreover, in both western and Sri Lankan context there is very little research on the workload, working atmosphere, and job satisfaction of university administrative officers. (Dompelage et al., 2019; Jayatilake, 2017). Therefore, there is a demand to close the knowledge gap and improve comprehension of the relationships between workload, work environment, and job satisfaction of non-academic administrative officials of higher education institutes. This can be recognized as a necessary research area.

Hence, the hypotheses were built up to examine the effect of working environment and workload on job satisfaction of non-academic administrative officers of Sri Lankan higher education institutes.

#### *Relationship between Working Environment and Job Satisfaction*

Several researchers identified the interrelationship between working environment and job satisfaction in several studies (Jayatilake, 2017; Kurnianto et al., 2017; Sukdeo, 2017; Nyamubi, 2017; Ranaweera & Si Li, 2018; Andrade et al., 2019; Dompelage et al., 2019; Amarasena, 2019; Herath and Wijerathna, 2019; Ranaweera and Si Li, 2018; Kasbuntoro et al., 2020; Shanthykumar & Nirushika, 2020; Anggoro et al., 2023; Tegoro et al., 2023; Sadikin et al., 2023, Prasetya et al., 2023) (Table 1).

**Table 1:** Relationship between Working Environment and Job Satisfaction

Title of the paper	Year	Author/Authors	Findings
<b>Positive Relationship between Working Environment and Jobs Satisfaction</b>			
The Role of Transactional Leadership, Compensation and Working Environment on Employee Job Satisfaction in Fertilizer Industry	2023	M. Yusuf Alfian Rendra Anggoro, Eka Kurnia Saputra, Lailatun Nafisa, Hermin Nainggolan and Ristawati	Working environment is the main influencing factor for job satisfaction of the employees of the Fertilizer Industry
The Influence of Work Environment Relationships on Job Satisfaction	2023	Tegor, Said Nuwrun Thasimmim, Eka Lenggang Dianasari, and Yusmalina	The work environment positively and significantly affects the job satisfaction of civil servants
The Analysis of Relationship between Job Satisfaction and Working Environment of Teachers in Islamic Private School	2023	Abdurrahman Sadikin, Erni Andriana, Abdul	The work environment has a significant impact on teacher job satisfaction

		Manap, Akhmad Ramli, Hendrajaya	
The Effect of Work Environment on Employees' Job Satisfaction in Selected State Sector Organizations in Jaffna District	2020	Shanthakumary, M. C. M. A & G. Nirushika	There is a positive relationship between the work environment and employee job satisfaction.
A Study on Factors Affecting Job Satisfaction of the Non-academic Staff Members in the University of Kelaniya, Sri Lanka	2019	P.T.Dompelage, D.S.R.E.S.Gunawardhana, J. Kalansooriya & D.L.I.H.K. Peiris	The working conditions of the University's non-academic workers have a positive impact on their job satisfaction.
Does the Work Environment Impact Job Satisfaction of Academic Faculty Members of Public Universities in Sri Lanka	2019	T. S. M. Amarasena	Academics' job happiness and their work environment in Sri Lankan public universities have a considerable beneficial relationship.
Work Environment on Performance Through Employee Job Satisfaction	2017	Kurnianto, Y.B., Titisari, P. & Puspitasari, N.	Relationship between work environment and job satisfaction is positive and significant
Determinants of Secondary School Teachers' Job Satisfaction in Tanzania	2017	G. J. Nyamubi	Workplace conditions, enhance job satisfaction of teachers.
Job Satisfaction Factors Among University Staff Officers in an Emerging Economy: The Case of Sri Lanka	2017	L.V. K. Jayatilake	Workplace atmosphere, and job satisfaction are linked in a favorable way.
<b>Negative Relationship between Working Environment and Jobs Satisfaction</b>			
An Analysis of Workplace Environment towards The Job Satisfaction of Air Hostesses.	2019	Herath, H and Wijerathna, W	Job satisfaction is negatively impacted towards workplace environment
The Interrelation Between Working Environment and Job Satisfaction of Library Employees of Universities in Sri Lanka.	2018	Ranaweera, R. A. A. S., Si Li, and D. Bodhinayaka.	No relationship between the working environment and job satisfaction
Empowering Satisfaction: Analyzing The Relationship Between Empowerment, Work Conditions, And Job Satisfaction for International Center Managers.	2018	J. McNaughtan, H. García, T. Garza & Y. R. Harwood	Working conditions negatively correlate with job satisfaction of international center managers
Impact of Job Stress on Employees' Job Satisfaction: An Empirical Study of Private Banks of Pakistan	2018	K. Naheed, A. Akhtar, S. Akhtar, U. Farooq	Negative relationship of work environment with the job satisfaction.
Work Environment and Leadership on Performance and Job Satisfaction of Educational Personnel at Sultan Syarif Kasim State Islamic University	2023	Andi Sugisty Eka Prasetya, Nyoto, Rizaldi Putra and Fazal	Work Environment is not significant on Job Satisfaction

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The previous studies showed that the association between the working environment and job satisfaction in Sri Lanka yielded mixed outcomes.

Nyamubi (2017) has demonstrated that the working surroundings in colleges are a crucial component that enables teachers to feel happy with their work. Further the study revealed that the primary factors of employment satisfaction include the working environment, wage, social relations with colleagues and promotion policies. Surveys conducted by Andrade et al. (2019) have pointed out that there is a definite inverse relationship with flexibility of schedules and employee satisfaction suggesting that working from home would make employees happier but work on the weekends is negative for the satisfaction of workers. Recent evidence suggested that working hours, working conditions, and work pressure, have a significant negative outcome, on job satisfaction, while indicators of job transition and work-life balance programs show favorable impacts (Kasbuntoro et al., 2020). In a study done by Shanthykumar and Nirushika (2020) showed that work supports have a substantial impact on employee satisfaction among all components of the working environment. Further studies related to the working environment reported that the working atmosphere of academic staff at public universities in Sri Lanka affects their workplace satisfaction. Jayatilake (2017) also found that in a study on non-academic staff in universities there is a positive correlation between factors at work and job satisfaction. Dompelage et al. (2019) argues that in relation to non-academic staff, working environments is a main factor affecting the overall job satisfaction.

In Contrast, McNaughtan, et al. (2018) revealed that working conditions do not positively correlate with job satisfaction. Jayathilaka (2014), found that employee satisfaction in selected public sector organizations has not been influenced by a study on job satisfaction. Similarly, Herath and Wijerathna (2019) noted that job satisfaction is negatively impacted towards workplace environment based on the evaluation of the impact of the working environment on the satisfaction of the Air Hosts. Ranaweera and Si Li (2018) also opposed other researchers by proving that the interrelation between working environment and job satisfaction of library employees of fourteen universities was significantly differ.

Review of the findings showed contradictory findings related to the relationship between working environment and job satisfaction. Further it showed a knowledge gap between the relationship between working environment and job satisfaction of non-academic administrative of higher education institutes. Hence, the association between working conditions and job satisfaction requires further investigation of this contradictory findings. Consequently, the following hypothesis was developed:

*H1- There is a relationship between working environment and job satisfaction of non-academic administrative officers of Higher Education Institutions in Sri Lanka.*

#### *Relationship between Workload & Job Satisfaction*

In multiple studies, researchers found a correlation between job satisfaction and the workload (Rima et al., 2023; Lando et al., 2023; Siregar et al., 2023; Mandjar and Turangan, 2023; Holland et al., 2019; Inegbedion et al., 2020; Naheed et al., 2018; Chaaban and Du, 2017; Liu and Lo, 2017) (Table 2).

**Table 2:** Relationship between Workload & Job Satisfaction

Title of the paper	Year	Author/Authors	Findings
<b>Positive Relationship between Workload and Jobs Satisfaction</b>			
The Relationship between Work Motivation and Workload on Employee Job Satisfaction at PT. Pratomo Putra Teknik Palopo	2023	Rima, Indra Kusdianto, & Samsinar	Positive relationship between workload and job satisfaction



The Effect of Work Time, Workload, Work Ethos, and Work Environment on Job Satisfaction Employee at Government Agriculture Service Labuhanbatu District Siti	2023	Siti Rahmaida Siregar, Nova Jayanti Harahap, & Abd. Halim	Positive significant relationship between workload on job satisfaction
The Impact of Perceived Workload on Nurse Satisfaction with Work-Life Balance and Intention To Leave the Occupation	2019	P. Hollanda, T. L. Thamb, C. Sheehanc & B. Cooper	Workload is influenced by satisfaction.
Impact of Job Stress on Employees' Job Satisfaction: An Empirical Study of Private Banks of Pakistan	2018	K. Naheed, A. Akhtar, S. Akhtar, U. Farooq	Positive relationship between workload on job satisfaction
<b>Negative Relationship between Workload and Jobs Satisfaction</b>			
Influence of Workload and Compensation on Job Satisfaction in the Accommodation Service Sector with Work Life Balance as Moderating Effect	2023	Rolan Adhytia Lando, Hendra Lukito, & Harif Amali Rivai	Negative relationship between workload & job satisfaction
The Effect of Workload, Work Motivation and Work Environment on Employee Job Satisfaction	2023	Tania Laurencia Mandjar and Joyce A. Turangan	Negative relationship between workload & job satisfaction
Perception of Workload Balance and Employee Job Satisfaction in Work Organisations	2020	H. Inegbedion, E. Inegbedion, A. Peter & L. Harry	There is a link between employee workload perception and job satisfaction.
An Integrated Model of Workload, Autonomy, Burnout, Job Satisfaction, and Turnover Intention among Taiwanese Reporters	2017	Huei-Ling Liua and Ven-hwei Lob	There is a favorable relationship between employee workload perception and job happiness.

Many studies found a favorable correlation between the workload and satisfaction (Inegbedion et al., 2020; Naheed et al., 2018). Chaaban and Du (2017) identified that the severe workload strain was a key factor contributing to teachers' dissatisfaction. Liu and Lo (2017) looked at autonomy, job satisfaction, workload, burnout, and the intention of leaving reporters in Taiwan using an integrated approach. According to the results of the study, people had positive perceptions of their workload and job satisfaction.

In contrast Rima et al. (2023) revealed that workload increases employee job satisfaction. Similarly, Siregar et al. (2023) and Naheed et al. (2017) reported that the high workload favorably effects the job satisfaction of employees (Table 2).

Since, there were opposing finding on the relationship between workload and job satisfaction, the following hypothesis was established in order to investigate the association between the workload and job satisfaction.

*H2– There is a relationship between workload and job satisfaction of the non-academic administrative officers of Higher Education Institutions in Sri Lanka.*

Figure 1 briefly illustrates the correlation between the variables and the hypotheses.

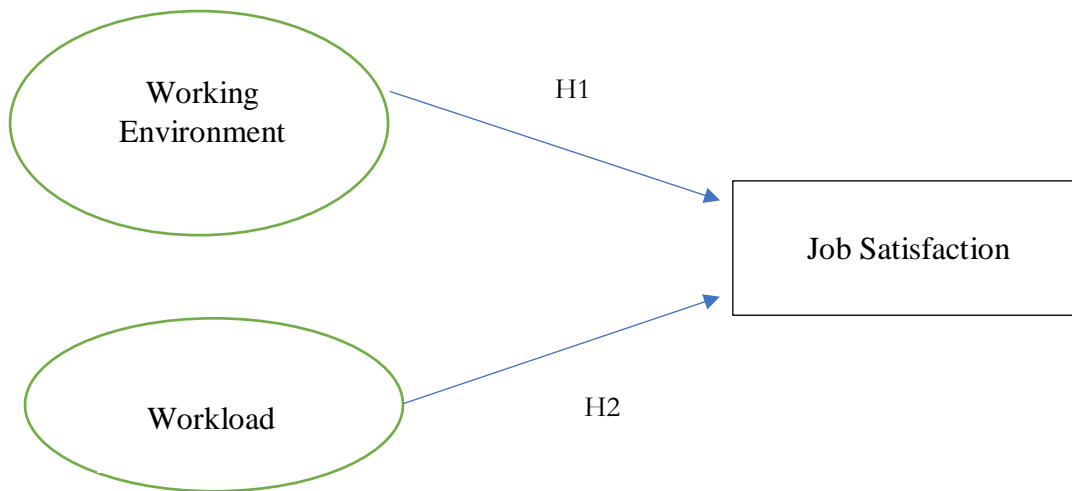


Figure 1: The Conceptual Framework

## Method

This research study was executed to probe the relationship between working environment & job satisfaction and workload & job satisfaction. The deductive approach was adopted for the research study as this research focuses on hypothesis testing while making the conclusions by series of analysis of data. Accordingly quantitative method was used to determine the link between the study's factors as suggested by Tsang (2014) that the quantitative approach is suitable for analyzing the relationship between the research variables.

The target population was non-academic administrative officers in the Sri Lankan State Higher Education Institutions. Primary data was used, whereby, the research survey was conducted using personally administered structured questionnaire which distributed among 300 non-academic administrative officers of 9 Higher Education Institutes in Sri Lanka. Sampling was carried out using proportionate stratified random sampling design. The survey that is being used as the primary research tool for the study consisted of closed-ended questions and demographic questions. job satisfaction, working environment, and workload were the primary constructs of this study, and they were all primarily measured using closed-ended questions. The structured questionnaire was divided into two sections: 1) demographics of respondents; and 2) research variables– working environment, workload, and job satisfaction. A five-point Likert Scale was used, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was found reliable based on Cronbach alpha (0.785).

Data analysis was conducted utilizing the Statistical Package for Social Sciences (SPSS) to describe the relationship between study variables. Analysis of Variance (ANOVA), Analysis of Regression, and Pearson's Correlation techniques were used to measure the significance of the hypothesized relationships between working environment & job satisfaction and workload & job satisfaction.

## Results

Out of 300 distributed questionnaires among the respondents of higher education institutes the initial response rate was 82.3%. However, few incomplete questionnaires were rejected and finally 233 questionnaires were accepted and coded in SPSS for analysis. Exploratory Factor Analysis (EFA) was employed to evaluate measurement items used in the study. The construct validity of the instruments was assessed using exploratory factor analysis (EFA) using the principal component analysis (PCA) of orthogonal varimax rational method.

**Table 3:** Total Variance Explained of Factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.378	33.783	33.783	3.378	33.783	33.783	2.735	27.347	27.347
2	2.054	20.543	54.326	2.054	20.543	54.326	2.378	23.783	51.130
3	1.661	16.613	70.939	1.661	16.613	70.939	1.981	19.810	70.939
4	.726	7.265	78.204						
5	.661	6.610	84.814						
6	.522	5.221	90.034						
7	.384	3.841	93.875						
8	.266	2.662	96.537						
9	.238	2.375	98.913						
10	.109	1.087	100.000						

**Table 4:** Rotated Component Matrix

	Component		
	1	2	3
WE2	.693		
WE3	.845		
WE4	.786		
WE5	.860		
WL3			.787
WL4			.771
WL5			.780
JS2		.809	
JS3		.894	
JS4		.706	

The results show (Table 3) that the cumulative percentage value of the total variance explained is 70.939%. Accordingly, 70.939% is explained by all factors. The rotational component matrix displays the connection between the variables and factors as well as the weighting of the variables for each factor. According to the rotated component matrix variables are loaded for 3 factors (Table 4).

**Table 5:** Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Working Environment	4	0.809
Workload	3	0.768
Job Satisfaction	3	0.780

The reliability test showed that the Cronbach's alpha values of two independent variables and the dependent variable are above the accepted value of 0.7. Hence, it proved that the internal consistency of the items is high and acceptable. Accordingly, the analysis revealed that reliability of the collected data from non-academic administrative officers is high (Table 5).



**Table 6:** Results of Pearson's Correlation

Correlation	Correlation Coefficient	Significance at 5% Level	Type of Correlation
<b>WE and JS</b>	0.449	Significant	Positive
<b>WL and JS</b>	0.070	Not Significant	Positive
<b>WE &amp; WL</b>	0.248	Significant	Weak Positive

The 2 tailed Pearson's correlation revealed that the correlation between working environment and job satisfaction is 0.449 and it is significant at 95% confidence level. It implies that there is a positive correlation between working environment and job satisfaction (Table 6).

The correlation between the workload and job satisfaction is 0.070 at 95% confidence level, which is not significant and implies a significantly differ correlation between the workload and job satisfaction.

**Table 7:** Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>Working Environment &amp; Job Satisfaction</b>	.449*	.202	.198	.402
<b>Workload &amp; Job Satisfaction</b>	.070	.287	.238	.305

The results of the regression analysis showed that the R value between working environment and job satisfaction is 0.449 (greater than 0.4) a favourable correlation between the variables. However, the R2 is 20.2%, which means 20.2% of the variation of job satisfaction can be explained by work environment. The R value between workload and job satisfaction is 0.070 and the relationship between workload and job satisfaction is not a favourable association as it is less than 0.4 (Table 7).

**Table 8:** Analysis of Variance (ANOVA) - Working Environment & Job Satisfaction

Model	Sum of Squares	df	Mean Square	Sig.
Regression	9.457	1	9.457	.000 <sup>b</sup>
Residual	37.411	231	.162	
Total	46.868	232		

**Table 9:** Analysis of Variance (ANOVA) - Workload and Job Satisfaction

Model	Sum of Squares	df	Mean Square	Sig.
Regression	.227	1	.227	.209 <sup>b</sup>
Residual	46.642	231	.102	
Total	46.868	232		

Results obtained from the ANOVA test between working environment and job satisfaction showed that at 95% confidence level the P value is 0.000. It indicated that the result is significant as the P value is less than 0.05. Hence, the results discovered the association between working environment and job satisfaction is significant (Table 8). But the results between workload and job satisfaction is not significant as the P value

is 0.209, which is higher than 0.05. Hence, the results revealed that the relationship between workload and job satisfaction is significantly differ (Table 9).

**Table 10:** Hypothesis Testing

	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Beta</b>	<b>Significance at 5% Level</b>
<b>H1</b>	Working Environment	Job Satisfaction	0.449	0.000
<b>H2</b>	Workload	Job Satisfaction	0.707	0.229

The hypothesis testing illustrates that there is a significant relationship between the working environment and job satisfaction of the non-academic administrative officers at 95% confidence level. Hence the null hypothesis (H0) is rejected and H1 is accepted. Since the beta coefficient is positive (0.449) the results revealed that working environment and job satisfaction correlates positively (Table 10).

However, the analysis shows that the relationship between the workload and the job satisfaction is not significant at the 95% confidence level. Hence the results concluded by accepting the null hypothesis (H0) and rejecting H1 (Table 10). Accordingly, H1 is accepted and H2 is rejected.

## Discussion

This research study tried to understand the effect of working environment and workload on job satisfaction. The models tested have shown that there are relationships between the study variables. A significant positive association between working environment and job satisfaction of non-academic administrators of Higher Education Institutions of Sri Lanka have been revealed by the pearson's correlation and ANOVA test of the sample data. The results supported the research findings of previous research explaining the positive impact of working environment towards the job satisfaction (Andrade, et al.,2019; Bhanu & Sai Babu, 2018; Kularathna & Perera, 2016; Kupka, 2019; Kurnianto et al., 2017; Nyamubi 2017; Shanthakumary & Nirushika, 2020; Sims, 2019; Sukdeo, 2017; Yaddehige & Arnold, 2020; Zainie & Hassan, 2015).

In Sri Lankan context there are some research findings in higher education sector that validate the finding of this research study, where the results of the study show a favorable interrelation between the working environment and job satisfaction. Dompelage, et al. (2019) observed that the main factor affecting the overall job satisfaction of the university non-academic staff is the working condition. Amarasena (2019) revealed that academics' job happiness and their work environment in Sri Lankan public universities have a considerable beneficial relationship. Moreover, Jayatilake (2017) also reported similar findings from research done related to the Sri Lankan state university administrative officers. This research mentioned that workplace atmosphere, well-being and job happiness of state university administrative officers are all linked in a favorable way. Hence the previous research studies well supported the finding of this research study which shows the positive significant relationship between the working environment and job satisfaction.

The results further reported that the relationship between the workload and the job satisfaction of non-academic administrators of Higher Education Institutes in Sri Lanka is not significant. There is few previous research support the findings. Goh et al. (2015) claimed that workload and satisfaction of life had no direct impact, although his findings added that workload and life satisfaction may have a distinct relationship impacted by need and challenge, people do not judge life satisfaction adversely due to excessive work

demands. Sravani (2018) reported that organizational structure functions constitute workload and task complexities of workers. The task requirements of employees vary even within the same organization since staff of the same level may be unequally assigned. Differences in the workload can be influenced largely by education skills, specialization field or position within the organization. The variability of the workload of employees in most organizations is largely dependent on their departments. But there is no guarantee that workload is balanced even in the same department. A workload balance or imbalance is the perception of an employee because of perceived differences between his and other organizational members' workloads. Pandu et al. (2013) also argued that the relationship between workload and work life balance is not significant.

In addition, the underpinning reason can be there are more intense factors other than the workload to cause job satisfaction of non-academic administrative officer in Sri Lankan Higher Education Institutes.

However, the insignificant relationship between the workload and the job satisfaction of non-academic administrative officers of Higher Education Institute in Sri Lanka is a novel finding in relation to the higher education sector of Sri Lanka.

All stakeholders such as line ministries, university grants commission, state universities, policy makers, and educational leaders, should understand this finding of the research properly, wisely and seriously, to take necessary policy decisions regarding workload, working environment, related to non-academic administrators of Higher Education Institutes in Sri Lanka to cope with their problems in order to become job satisfied employee.

## Conclusions

This study tries to improve the working conditions and job satisfaction of employees in order to enhance performance and productivity. The study's findings show that encouraging work environments are required to advance job satisfaction among the non-academic administrative employees of Higher Education Institutes. It is important to consider more on the physical, psychological, and social environment of the workplace to improve job satisfaction and positive work-related behaviours of the employees. Therefore, universities and higher education institutes in the state sector need to put more emphasis on fostering a positive workplace atmosphere because this will directly affect how well the State University's non-academic administrative personnel performs. Several earlier studies on the significance of having high job satisfaction in relation to positive personal outcomes are strengthened by the affirmation and justification of this situation.

Further the research examines that there is a no relationship between workload on job satisfaction of non-academic administrative officers of Higher Education Institutes in Sri Lanka. Which is a novel finding to the Sri Lankan Higher Education Sector. The underpinning reasons for this effect may be, some non-administrative officers may have high job satisfaction when they are overloaded with work. In contrast, some can have high job satisfaction when they have less work to do. Further there can be more intense factors other than the workload to cause job satisfaction of non-academic administrative officer in Sri Lankan Higher Education Institutes.

The results of this investigation indicate that more research into the effects of the workplace and workload could result in a better understanding of employee job satisfaction. The work environment and workload were shown to account for 70% of the variation in job satisfaction in the current study. Therefore, there can be other factors that are influencing job satisfaction of non-academic administrative officers of Higher Education Institutes who responsible for the administration of the Sri Lankan Higher Education Institutes.

## Limitations and Recommendations for Future Study

The design of this investigation, which is cross-sectional in nature, is a limitation of the study. Where it restricts drawing firm conclusions about the causal direction (Bagger & Li, 2012; Fiksenbaum, 2013). This study suggests that additional research into other aspects is necessary, such as gender and other demographic factors that affect job satisfaction. Limitations of a study provide the future research study objectives. Hence, future research needs to be conducted in employees of different fields such as business, government, and educational institutions. Further this model can be practiced among other employee groups in Higher Education Institutes in Sri Lanka. Further It is advised that future study incorporates a variety of independent and dependent variables, such as work-life balance, workplace conflict, and family-work conflict, well-being, job performance. Furthermore, comprehensive results can be obtained by extending the research to a qualitative research study.

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