# The Impact of the Working Environment on Employee Job Satisfaction at Liuzhou City Vocational College, Guangxi, China

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## Abstract

The purpose of this study was 1) to assess the perceived importance of the working environment among employees, 2) to evaluate their level of job satisfaction, and 3) to examine the influence of the working environment on job satisfaction among employees at Liuzhou City Vocational College in Guangxi, China. The sample consisted of 300 employees, including full-time and contract teachers who have worked for more than one year at Liuzhou City Vocational College in Guangxi Province in 2023, selected using a quota sampling method. Data was collected through an online questionnaire administered via WeChat and the Specify platform. The study provided actionable insights that are directly applicable to improving employee satisfaction and operational efficiency within the college. Both descriptive and inferential statistical analyses were conducted, with multiple regression analysis used to interpret the results.

The results indicated that all factors were rated as highly important, with the priority being organization policy, followed by relationships with co-workers, and job safety and security ranked as the least important. Overall, the job satisfaction of employees was also found to be at a high level. Additionally, the multiple regression analysis revealed that all elements of the working environment positively influenced employee job satisfaction at the 0.05 significance level. The most influential element was the relationships and management style of supervisors. Organizations can utilize these findings as guidelines for developing or improving the working environment to enhance employee satisfaction and efficiency.

**Keywords:** Working Environment, Job Satisfaction, Employees in Liuzhou City Vocational College of Guangxi.

## Introduction

The world is changing rapidly, and technology is constantly evolving. The external environment of organizations, including social factors, the digital economy, politics, education, and demographics, is changing rapidly, especially in terms of innovation and technology which have developed rapidly, resulting in competition

among organizations. This directly affects the organization, which needs to modify the work process and seek appropriate strategies for the survival of the organization. The work environment includes important factors such as working hours, job security, relationships with coworkers, policy, approval processes, and the relationship and management style of supervisors (Taheri et al., 2020). In this rapidly changing landscape, organizations have to continuously monitor the work environment and organizational culture, anticipate trends in creating happy workplaces, and proactively adjust their internal strategies and resources to remain competitive. This might involve embracing digital transformation, investing in research and development, fostering a culture of innovation, and ensuring their workforce is equipped with the skills needed to thrive in the modern economy.

In modern organizational management, human beings are considered an indispensable resource across various functions since they are the creators of work. It is imperative to focus on both quantitative and qualitative indicators while emphasizing the importance of morality and ethics. A supportive management system, organizational culture, and work environment are crucial factors that help in achieving these standards (Gonzi et al., 2019). The development and maintenance of human resources to work for the organization with efficiency and effectiveness, as well as retaining employees. All require good human resource management (Ke et al., 2015). Therefore, human resource management is important to organizational management.

Job satisfaction refers to how fulfilled or content an employee feels in their job and work environment. It includes several factors, such as the type of work, relationships with colleagues and supervisors, compensation, opportunities for growth, work-life balance, and organizational culture. When employees are satisfied, they tend to be more productive. People who enjoy their work and feel fulfilled are more likely to put in extra effort, be more engaged, and perform at higher levels. This contributes to the success and efficiency of the organization. Job satisfaction and employee engagement are closely related. Engaged employees are emotionally invested in their work and are more likely to go beyond their basic job responsibilities. They feel enthusiastic about their roles, committed to the organization's goals, and willing to suggest innovative ideas. Job satisfaction also affects employees' physical and mental health. Unhappy employees may experience higher levels of stress, anxiety, and physical health problems. Conversely, satisfied employees tend to have better overall health outcomes and a higher quality of life (Abuhashesh et al., 2019)

Guangxi has a large number of colleges, both public and private. Each college has different operational problems. Because the expertise and level of colleges are different, therefore, the college's development budgets received by the People's Republic of China government are different, affecting the number of students. Teacher's teaching hours, academic service, and staff workload for each college (The Education

Department of Guangxi Province, 2022). The College Higher Vocational Education School currently offers 56 higher vocational majors, including technology, big data, accounting, and e-commerce.

The school aims to demonstrate new achievements in serving and integrating into the new development pattern, while rigorously implementing strategic goals. The policy of Liuzhou City Vocational College is diverse in both quantitative and qualitative aspects. However, it sometimes prevents administrators and teachers from performing their work on certain projects due to heavy workloads and limited time, which may cause delays in achieving goals. Part-time teachers or those who have not been hired yet are concerned about job security as they do not have a full-time employment contract and do not receive the same comprehensive benefits as full-time teachers. These issues need to be addressed to ensure a better work environment for all teachers. In order to create a better work environment for all teachers, administrators need to prioritize their career planning. This can be achieved by studying the rules for their professional development, setting appropriate working hours based on their educational background and job responsibilities, and providing them with the necessary resources for their growth and success (Liuzhou City Vocational College Higher Vocational Education School, 2023).

Therefore, for the reasons mentioned above, Liuzhou City Vocational College of Guangxi is an organization that empowers human resources at all levels to acquire higher knowledge and potential through higher education or training. It conducts seminars in various courses to increase academic and professional potential. The structure of the work environment is vital. This study aims to investigate job satisfaction in relation to the working environment. Understanding the relationship between the structure of the working environment and job satisfaction has significant implications. Therefore, as an educational institution, the college recognizes that employee satisfaction impacts the quality of its primary output—the students. It is essential to examine how the current working environment at the college affects employee satisfaction. This will allow the college to adjust its operations appropriately to align with the context and needs of its employees.

## Research Objectives

1. To assess the importance level of the working environment of employees at Liuzhou City Vocational College of Guangxi, the People's Republic of China.

2. To evaluate the level of job satisfaction of employees at Liuzhou City Vocational College of Guangxi, the People's Republic of China.

3. To examine the influence of the working environment on the job satisfaction of employees at Liuzhou City Vocational College of Guangxi, the People's Republic of China.

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## Literature Review

### Concept of Working Environment

The working environment encompasses various elements and factors that contribute to the overall atmosphere, culture, and conditions for employees. According to Spector (1997), the working environment includes factors such as employee safety, job security, good relationships with co-workers, recognition for good performance, motivation to perform well, and involvement in the decision-making process of the company. Spector further explained that when employees feel valued by their employer, they are more likely to be committed and take ownership of their work.

The working environment has two dimensions. The first one is the physical condition of the working place and the second one is the social condition (Skalli et al., 2008). However, factors like wage rate or working hours, Job safety and security (Woods, 2024), flexible working hours, relationship with co-workers (McFarlin, 2019), Relationship and management style of supervisors, and organization policy, involving employees in decision-making also play a vital role for better working environment (Sayed Mostafa et al., 2021). Moreover, there are five important aspects of a working environment, which include: 1) working hours, 2) job safety and security, 3) relationships with co-workers, 4) relationships and management style of supervisors, and 5) organizational policies, that are directly related to job satisfaction. (Sayed Mostafa et al., 2021; Raziq & Maulabaklsh., 2015; Herzberg et al., 2011; Spector, 1997)

The importance of the working environment plays a crucial role in motivating employees to achieve their goals. Effective team building and a supportive organizational culture are vital in creating a cooperative working atmosphere. These factors contribute to the creation of a happy and positive workplace, resulting in higher productivity. The working environment should be arranged appropriately to include flexibility in work, job safety and security, good relationships with co-workers, a positive management style from supervisors, and supportive organizational policies. This can help boost employee morale, increase work potential, provide opportunities for training and development, make work more efficient, and ensure that employees feel comfortable and happy at work. Ultimately, it leads to employees feeling satisfied with their work.

### Theories of Job Satisfaction

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include Maslow's needs hierarchy theory (Maslow, 1970) and Herzberg (1966) motivator-hygiene theory, described Maslow's needs hierarchy theory is a well-known concept in human motivation literature. It was one of the first theories to explore the factors that contribute to job satisfaction. The theory proposes that human needs are arranged in a

five-level hierarchy, consisting of physiological needs, safety, belongingness/love, esteem needs, and self-actualization. According to Maslow's hierarchy of needs, basic needs like physiological needs and safety must be met first before moving on to more complex needs like belonging and esteem.

Maslow's hierarchy of needs was originally developed as a model for understanding human motivation. However, it also has practical applications in the workplace, particularly in explaining job satisfaction. In an organizational setting, employees' basic physiological needs can be met through benefits like financial compensation and healthcare. Safety needs can be met by ensuring a physically safe work environment, job security, and clear company policies. Once these needs are met, employees can focus on feeling a sense of belonging within the workplace, which can be achieved through positive relationships with colleagues and supervisors, as well as a sense of team membership. Feeling valued and appreciated by colleagues and the organization is the next step in the hierarchy, leading to employee self-actualization, where growth and development are necessary to reach one's full potential. Though each step of the hierarchy can be seen as separate, they all contribute to the process of self-actualization.

Job satisfaction refers to an employee's emotions regarding their job, including likes and dislikes (Spector, 1977). It encompasses an employee's perceptions and feelings towards their workplace in various aspects, such as pay and benefits, work-life balance, promotion (Kerdpitak & Jermsittiparsert, 2020), occupational health and safety (Balkır, 2012), career advancement opportunities (Labov, 1997) benefits, (Alexander et al., 1994), relationships with co-workers, engagement, and reciprocity (Cappelli, 1992).

Job satisfaction is crucial to determining whether employees are content with their jobs. When employees feel happy and satisfied, they are less likely to leave their company, which can lead to higher morale and increased productivity for the organization. There are several factors that affect job satisfaction, such as the nature of the work itself, pay and benefits, workplace relationships, and career advancement opportunities. While it may be difficult to quantify, companies often strive to stay up-to-date on their employees' job satisfaction levels. To measure job satisfaction, companies can conduct engagement surveys asking employees various questions such as if they have access to enough learning opportunities, if their work is fulfilling, or if they enjoy working with their manager. Companies may also analyze absentee and turnover rates to determine whether employees are satisfied at work (Rumage, 2023).

In conclusion, six factors affect job satisfaction, and they are pay and benefits, work-life balance, occupational health and safety, relationships with co-workers and supervisors, promotion opportunities, and advancement opportunities. All of these factors combine with the working environment of the vocational college, as well as other relevant content, to contribute to job satisfaction. Job satisfaction is a crucial

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factor in enabling full-time and part-time teachers to perform to the best of their abilities and achieve organizational goals. These elements ensure that teachers can work with full strength and ability while also maintaining a healthy balance between their personal and professional lives. Furthermore, they promote a positive work environment and encourage teachers to pursue long-term career goals.

There are factors affecting job satisfaction (Spector, 1997) as follows: working hours, job safety and security, relationship with coworkers, relationship management style of superiors, and organization policy. Therefore, Job satisfaction is not only important for employee well-being at the workplace but also for the organization. One of the key factors that separates successful companies is their motivated and satisfied employees (Ćulibrk et al., 2018). Understanding which factors impact employee job satisfaction provides important information for organizations regarding motivation and retention of the workforce as well as for recruiting activities (Wegman, 2018). Job satisfaction is related to employee well-being. It is important to have a satisfied workforce as satisfied employees are more motivated and productive, which impacts organizational performance and leads to a more competitive organization. Therefore, Job satisfaction is influenced by various factors in the working environment. Five key elements affect job satisfaction: working hours, job safety and security, relationships with coworkers, superiors' management style, and organizational policies. These elements are interconnected and affect each other.

In conclusion, the working environment plays a crucial role in motivating employees to reach their goals. Effective team building and a supportive organizational culture are essential for fostering a collaborative atmosphere. These elements contribute to a positive and fulfilling workplace, leading to increased productivity. Therefore, by ensuring an optimal working environment, the five elements discussed can enhance employee satisfaction, reduce turnover, and support the college in achieving its goals and vision smoothly.

**The Impact of The Work Environment on Job Satisfaction**

The literature review revealed that there are related concepts and research findings. For instance, Raziq and Maulabakhsh (2015) conducted a study on the impact of the working environment on job satisfaction. They found a positive correlation between a good working environment and employee job satisfaction. Additionally, Zhi et al. (2020) found that the work environment plays a vital role in safeguarding employee well-being. They emphasized that policymakers should consider both physical and psychosocial aspects of the work environment, particularly for migrant and non-managerial employees. Similarly, Vohra & Pandey (2020) highlighted a connection between job satisfaction and the company's atmosphere, suggesting that a healthy work environment can significantly enhance employee satisfaction and demonstrate its advantages to businesses

Taheri et al. (2020) conducted a study demonstrating that the working environment has a significant impact on job satisfaction. They concluded that organizations cannot function effectively without adequate facilities, and that the quality of the work environment is a primary concern for employees. Therefore, the study underscores the importance of prioritizing the work environment to enhance job satisfaction. Aggarwal et al. (2023) studied job satisfaction and motivation and found a positive relationship between job satisfaction and employee performance. This research paper aims to investigate the association between two factors, specifically, the work environment and job satisfaction of employees. Employee motivation and work environment are symbiotic concepts. The more satisfied and content employees feel in a particular job role and with the working environment, the more motivated they are to manage job responsibilities effectively.

Furthermore, Zheng et al. (2023) conducted a study on the relationship between working hours and job satisfaction in China. The results of the study showed that working long hours reduced individuals' short-term hedonic well-being but did not affect their perceptions and feelings toward various aspects of life in the long run. In summary, based on the literature reviews, it has been found that an employee's job satisfaction can be greatly influenced by their working environment. This allowed the researcher to create a conceptual framework as shown in Figure 1.
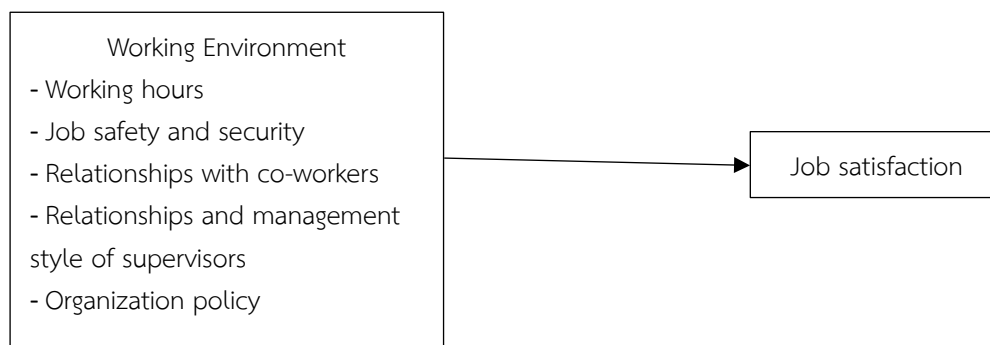


**Figure 1** Research Framework

From the research framework and literature reviews, the study has five hypotheses as follows:

H1: Working hours have a positive impact on Job satisfaction.

H2: Job safety and security have a positive impact on Job satisfaction.

H3: Relationships with co-workers have a positive impact on Job satisfaction.

H4: Relationships and management style of supervisors have a positive impact on Job satisfaction.

H5: Organization policy has a positive impact on Job satisfaction.

This study defined the terms of five elements of working environment and six elements of job satisfaction as follows:

Working hours (X1) refers to the specific periods during which an individual is expected to be actively engaged in their employment or job-related activities.

Job safety and security (X2) refer to the measures and conditions that contribute to the well-being and stability of a person's employment.

Job safety and security (X3) refer to the measures and conditions that contribute to the well-being and stability of a person's employment.

Relationships with co-workers (X4) refer to the interactions, connections, and dynamics among individuals who work together in the same organization or company.

Organizational policy (X5) refers to the framework and requirements for the expected behavior of individuals working within an organization.

Job satisfaction (Y) refers to an individual's positive emotional state and attitude toward their work. It occurs when an employee's experiences and perceptions about their job align with their expectations and needs in six components.

Pay and benefits (Y1) refer to the employees are satisfied with the compensation and benefits provided by the college.

Work-life balance (Y2) refers to the employee should be able to fulfill their family responsibilities without feeling burdened by work obligations.

Occupational health and safety (Y3) refer to the working area at the college has a pleasant environment with no unpleasant odors, loud noises, breeding, or accumulation of germs.

Relationships with co-workers and supervisors (Y4) refer to the positive relationships with colleagues that can lead to a collaborative and productive work environment.

Promotion (Y5) refers to how the college supports its personnel in developing their knowledge, competencies, and operational skills.

Career advancement opportunities refer to the essential of having a thorough understanding of the field and the ability to perform effectively to achieve career growth

## Research Methodology

### 1. Population and Sample

The population studied consists of 527 full-time and contract teachers with over 1 year of work experience in Liuzhou City Vocational College of Guangxi, the People's Republic of China. (Liuzhou City Vocational College Higher Vocational Education School, 2023)

The samples used in this research are full-time and contract teachers with over 1 year of work experience. The sample size was calculated by using the formula

of Yamane (1973), which was set by a confidence level of 95%, as 228. The researcher defines the sample as 300.

## 2. Research Instrument

The researcher has studied concepts, theories, documents, textbooks, articles, and related research results for applied to be consistent with the subject studied. The questionnaires are based on the development of the working environment by Herzberg et al. (2011) and Raziq and Maulabakhsh (2015). They consist of five factors, namely, 1) working hours, 2) job safety and security, 3) relationship with co-workers, 4) relationship and management styles of supervisors, and 5) organization policy. Additionally, the job satisfaction factors are based on Herzberg et al. (2011). They consist of six elements pay and benefits, work-life balance, occupational health and safety, relationship with co-workers and supervisors, promotion, and career advancement opportunities. The questionnaire was divided into 3 parts as follows:

Part 1: Demographic information includes questions on gender, age, status, education, position or career level, experience in the field of work, department, and income per month, using the checklist of questions.

Part 2: independent variable. The respondents were asked to provide a level of importance of five elements of the working environment affected on job satisfaction.

Part 3: dependent variable. The respondents were asked to provide their level of job satisfaction in Liuzhou City Vocational College.

The questions in parts 2 and 3 used a 5-level rating scale applied according to the Likert method (Likert, 1970). Researchers took questionnaires to try out 30 full-time teachers who have experienced lectures in a vocational college in Guangxi. who were not in the sample group, the overall Cronbach's alpha coefficient value was 0.859 which was over 0.70.  It means that the quality and accuracy of the questionnaire are high in reliability level (Cronbach, 1970).

## 3. Data Collection

The researcher proceeded to collect the data by sending the online questionnaire online by WeChat, Website, and Application. Sample injury is proportional to the number of personnel of each of the 10 departments of Liuzhou City Vocational College.

## 4. Data Analysis

The statistical analysis involved descriptive and inferential statistics. Descriptive statistics was used to analyze the demographic data using frequency and percentage and measure independent and dependent variables using mean and standard deviation. Inferential statistics tested the research hypothesis using regression analysis to investigate the relationship between independent and dependent variables. The acceptable p-value was set to a minimum statistical significance of 5%.

## Research Results

In the sampling of 300 respondents, the majority of individuals who have been teaching at Liuzhou City Vocational College of Guangxi were female 62.34% (n=187), the age 41 – 50 years 49.17% (n=149), marital status was 66.00% (n=198), graduated Master's Degree 48.85% (n=148), worked as full-time teachers are 48.33% (n=145), working experience 11-15 years 38.67% (n=116), and income per month 6,001-8,000 Yuan 36.00% (n=108).

**Table 1** Descriptive Statistics and Correlation Coefficient (n=300)

| Variable | Mean | S.D. | X1 | X2 | X3 | X4 | X5 | Y |
|---|---|---|---|---|---|---|---|---|
| X | 3.84 | 0.666 | | | | | | |
| X1 | 3.86 | 0.660 | 1 | | | | | |
| X2 | 3.77 | 0.749 | $0.221^*$ | 1 | | | | |
| X3 | 3.87 | 0.713 | $0.227^*$ | $0.459^*$ | 1 | | | |
| X4 | 3.80 | 0.657 | $0.207^*$ | $0.386^*$ | $0.435^*$ | 1 | | |
| X5 | 3.91 | 0.554 | 0.004 | 0.069 | -0.002 | 0.007 | 1 | |
| Y | 3.93 | 0.622 | $0.340^*$ | $0.434^*$ | $0.446^*$ | $0.451^*$ | $0.114^*$ | 1 |
| Y1 | 3.91 | 0.651 | | | | | | |
| Y2 | 3.90 | 0.572 | | | | | | |
| Y3 | 3.94 | 0.644 | | | | | | |
| Y4 | 3.97 | 0.628 | | | | | | |
| Y5 | 3.92 | 0.616 | | | | | | |
| Y6 | 3.93 | 0.622 | | | | | | |

* significant at the 0.05

The results from Table 1 showed that the total average of 5 elements of working environment was found to have a high total average ($\bar{x}$=3.84, S.D.=0.666), with the priority being organization policy, ($\bar{x}$=3.91, S.D.= 0.554), the second is relationship with co-workers, ($\bar{x}$=3.87, S.D.=0.713), and the least is job safety and security ($\bar{x}$=3.77, S.D.=0.749) respectively. Job satisfaction of employees shows that the total average ($\bar{x}$=3.92, S.D.=0.622) indicates a high level of satisfaction. The priority is relationships with co-workers and supervisors, ($\bar{x}$=3.97, S.D.= 0.628), the second is occupational health and safety, ($\bar{x}$=3.94, S.D.=0.644), and the least is work-life balance ($\bar{x}$=3.90, S.D.=0.572) respectively.

The results of the correlation coefficient values between the working environment variables, including working hours, job safety and security, relationships with co-workers, relationships and management style of supervisors, and organization policy, showed that there were no pairs of predictor variables that were highly

correlated (values above 0.80) (Hair et al., 2017). This indicates that the estimates are independent of each other.

The influential statistical data of all items related to the influence of the working environment on the job satisfaction of employees at Liuzhou City Vocational College of Guangxi are presented in Table 2

**Table 2** The Result of the Multiple Regressions Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | p | t | Tolerance | VIF |
|---|---|---|---|---|---|---|---|
| | B | Std.Error | Beta | | | | |
| (Constant) | 0.847 | 0.294 | | .004 | 2.882 | | |
| X1 | 0.189 | 0. 046 | 0.199 | .000 | 4.117* | 0.923 | 1.084 |
| X2 | 0.138 | 0.038 | 0.195 | .000 | 3.584* | 0.734 | 1.362 |
| X3 | 0.160 | 0.043 | 0.205 | .000 | 3.694* | 0.702 | 1.424 |
| X4 | 0.210 | 0.046 | 0.245 | .000 | 4.600* | 0.760 | 1.316 |
| X5 | 0.107 | 0.051 | 0.098 | .036 | 2.109* | 0.994 | 1.006 |

$R^2$= 0.604, Adjust $R^2$= 0.365 SE (est.) = 0.344, F= 33.829, Sig= 0.01, D.W.=1.724

* Significant at 0.05

From the results in Table 2, it was found that the Durbin-Watson value was 1.724, within the range of 1.5 to 2.5, indicating that the error values were independent, or there was no problem of autocorrelation. The results of tolerance and VIF values were in the acceptable range, the tolerance value should not be less than 0.10, while the VIF value should not exceed 10 (Ringim et al., 2012), indicating that there were no collinearity problems. Furthermore, the presence of the significant positive effect of the five predicting variables on the job satisfaction of employees was identified based on their significance. These findings suggest that the relationships and management style of supervisors had a regression coefficient of ($\beta$=0.245), which has the highest impact on the job satisfaction of employees. Followed by, relationships with co-workers having a regression coefficient of ($\beta$=0.205), working hours having a regression coefficient of ($\beta$=0.199), job safety and security having a regression coefficient of ($\beta$=0.195), and lastly, the variable organization policy having a regression coefficient of ($\beta$=0.098). All the factors were found to be statistically significant at the 0.05 level. Moreover, the effect of the working environment has five elements explained as predictors of the job satisfaction of employees 60.40% ($R^2$=0.604). This model is highly significant, as indicated by the F-value of F = 33.829 (p= 0.000< 0.01).

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## Discussion

1. The study found that employees of Liuzhou City Vocational College in Guangxi have a high level of job satisfaction. Each year, the college allocates budgets based on knowledge and work performance, covering areas such as occupational health and safety, as well as promotion opportunities, which contribute to employees' satisfaction with the benefits they receive. Additionally, feelings about one's work can be positive. Bogicevic-Milikic and Cuckovic (2019) state that job satisfaction encompasses employees' perceptions of their work, work-life balance, advancement opportunities, and specific job aspects, all of which are shaped by their experiences in the workplace.

2. This research highlights the investigation of the influence of the working environment on the job satisfaction of employees at Liuzhou City Vocational College. The significant positive influence of the five independent variables on employees' job satisfaction was identified based on the following weight of influence: relationships and management style of supervisors, relationships with co-workers, working hours, job safety and security, and organizational policy. These findings align with Herzberg (1966) Two-Factor Theory, which proposes that motivation and hygiene factors influence employee satisfaction and drive effective performance. The working environment variables in this study relate to both categories of factors, contributing positively to the job satisfaction of employees at Liuzhou City Vocational College. This is also consistent with Manion (2003) concept, which outlines four elements of workplace happiness: connections, love of the work, work achievement, and recognition. When employees experience happiness in their work, it positively impacts their job satisfaction at Liuzhou City Vocational College.

Therefore, the Liuzhou City Vocational College has adapted to the changing environment by continuously improving its working environment. The proactive policies of the college administrators have increased the number of students, both from China and abroad. To accommodate this growth, working hours, income, and the number of teachers and support staff have also increased. The administrators have also taken into account job safety and security, as it affects work motivation. They have emphasized building relationships with co-workers and the management style of supervisors to encourage college members to participate in work, teaching, and academic services in various areas. This has resulted in more achievements and satisfaction among all parties involved in the work performed according to their assigned duties. These improvements have been made at both the micro and macro levels of the college's working environment.

## Suggestion

### 1. Research Suggestion

1.1 The research found that employees gave the most importance to organizational policy. The Liuzhou City Vocational College of Guangxi has transparent policies so that decisions are made fairly and openly, which helps to promote trust and accountability within the college community. They also help to prevent favoritism or discrimination by establishing clear and consistent criteria and procedures.

1.2 This has resulted in more achievements and satisfaction among all parties involved in the work performed according to their assigned duties. These improvements have been made at both the micro and macro levels of the college's working environment. Developing and implementing effective policies can help the college enhance its operations, support student success, and fulfill its mission more effectively.

1.3 Educational institutions can utilize the study's findings to adapt to the changing environment by continuously improving their working conditions. The proactive policies of the college administrators have increased the number of students, both from China and abroad. To accommodate this growth, working hours, income, and the number of teachers and support staff have also increased. The administrators have also taken into account job safety and security, as it affects work motivation. They have emphasized building relationships with co-workers and the management style of supervisors to encourage college members to participate in work, teaching, and academic services in various areas.

### 2. Further study suggestions

2.1 The research results found that these findings suggest that the relationships and management style of supervisors have the highest impact on the job satisfaction of employees. Individuals who are willing to research to enhance this field of study should investigate the mediating and moderating factors that can affect the correlation between supervisor relationships or management styles and employee job satisfaction.

2.2 The researchers should determine whether variables such as organizational climate, communication patterns, or individual characteristics can moderate or mediate the impact of supervisor behavior on job satisfaction.

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