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THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION
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Contents

LIST OF TABLES	4
LIST OF FIGURES	5
LIST OF APPENDICES	6
INTRODUCTION	7
1. THEORETICAL REASONING ON THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION.....	10
1.1 Conceptualization of Work Environment.....	10
1.1.1 Physical Work Environment	10
1.1.2 Psychological Work Environment	10
1.1.3 Social Work Environment.....	11
1.1.4 Organizational Culture and Work Environment	12
1.2 Theoretical Perspective on the Work Environment.....	13
1.2.1 Herzberg's Two-Factor Theory	13
1.2.2 Maslow's Hierarchy of Needs Theory	13
1.2.3 Self-Determination Theory	14
1.2.4 The Job Demand Resource Model	15
1.2.5 Organizational Culture Theory	16
1.3 Career Satisfaction.....	18
1.4 Job Satisfaction	19
1.5 Work-Life Balance	22
1.6 Interplay Between Work Environment and Career Satisfaction	23
2. METHODOLOGY FOR THE ANALYSIS OF THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION	27
2.1 Theoretical Research Model/Framework	27
2.2 Research Methods and Their Application	28
2.3 Research Stages	34
2.4 Method of Statistical Analysis	35
2.5 Research Design and Method	35
2.6 Research Instrument.....	36
2.7 Sample Population and Size.....	39
3. EMPIRICAL ANALYSIS OF THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION.....	41
3.1 Review of demographic and social data of study participants	41
3.2.1. Construct validity and reliability	42

3.2.2 KMO & Bartlett's Test of Sphericity - Factor Analysis	43
3.2.2. Descriptive Statistics and Correlations Among Variables	45
CONCLUSION AND RECOMMENDATIONS	52
REFERENCES	54
APPENDICES	58

LIST OF TABLES

Table 1: Variables Definition	27
Table 2: Definition of quantitative research construct and measurement scales.	31
Table 3: Work Environment Scale.	37
Table 4: Job Satisfaction Scale.	38
Table 5: Career Satisfaction Scale.	38
Table 6: Work-Life Balance Scale.	39
Table 7: Demographic characteristics	41
Table 8: Construct reliability	43
Table 9: KMO and Bartlett's Test.....	44
Table 10: Total Variance.....	44
Table 11: Descriptive Statistics.....	45
Table 12: Correlations Among Variables	45
Table 13: Interpretation of Descriptive Analysis	46
Table 14: Interpretation of Pearson findings.....	46
Table 15 : Linear regression on the relationship between Work Environment and Job Satisfaction	47
Table 16: Linear regression showing the relationship between Job Satisfaction and Career Satisfaction.....	48
Table 17: Linear regression showing the impact of Job Satisfaction and how it mediates the relationship between Work Environment and Career Satisfaction	49
Table 18: Linear regression shows how Work-life Balance moderates the relationship between Job and Career Satisfaction.....	49

LIST OF FIGURES

Figure 1: Scheme of research hypotheses	29
Figure 2: Theoretical model of the impact of the work environment on career satisfaction	51

LIST OF APPENDICES

Appendix 1. Questionnaire for the research	59
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INTRODUCTION

The research's relevance to the work environment and its impact on career satisfaction and employees' health and well-being must be studied and understood in this workplace. The work environment is understood differently across disciplines and fields of study, including organizational psychology, occupational health, public health, and management literature. This research will examine the relationship of work environment characteristics as they affect or contribute to an employee's career satisfaction.

The work environment is a critical factor influencing career satisfaction, encompassing various elements such as organizational culture, leadership style, job security, and interpersonal relationships (Kuenzi & Schminke, 2009). A positive and supportive work environment fosters motivation, engagement, and professional growth, leading to higher job satisfaction and long-term career success (Judge & Klinger, 2008). Conversely, a toxic or stressful workplace can result in dissatisfaction, burnout, and reduced productivity, ultimately affecting an employee's career trajectory (Maslach & Leiter, 2016).

Career satisfaction is not solely dependent on salary or job title; it is deeply connected to the overall work experience, including opportunities for professional development, recognition, and work-life balance (Herzberg, 1966). Employees who perceive their work environment as fair, inclusive, and goal-oriented report higher career satisfaction and organizational commitment (Deci & Ryan, 2000). On the other hand, employees facing excessive workload, lack of support, or poor management often experience frustration, stress, and high turnover intentions (Spector, 1997).

This study explores the impact of the work environment on career satisfaction by examining key factors that contribute to employee well-being and professional fulfillment. Understanding these dynamics is essential for organizations that enhance employee retention, job performance, and overall workplace productivity. By fostering a supportive and engaging work environment, employers can create a culture that promotes long-term career satisfaction and organizational success (Robbins & Judge, 2019).

While existing studies have extensively examined the relationship between the work environment and job satisfaction (Judge & Klinger, 2008; Spector, 1997), a gap exists in understanding how specific work environmental factors contribute to long-term career satisfaction

rather than short-term job satisfaction. Most research has focused on immediate job-related outcomes such as productivity, engagement, and turnover intentions (Kunezi & Schminke, 2009). Still, fewer studies have explored how workplace conditions influence an employee's career trajectory and professional fulfillment over time.

Additionally, there is limited research integrating occupational health and well-being perspectives into the study of career satisfaction. While studies highlight the role of work stress and burnout (Maslach & Leiter, 2016), more empirical evidence is needed on how mental and physical well-being mediates the relationship between work-environmental characteristics and career satisfaction. Furthermore, the moderating effects of work-life balance and organizational culture remain unexplored, particularly in industry contexts across various demographical groups (Deci & Ryan, 2000). This study bridges this gap by providing a more comprehensive understanding of work environmental factors, including leadership, job security, workplace relationships, long-term career satisfaction, and overall employee well-being.

The problem posed in this research is “**How do different workplace characteristics such as leadership, organizational culture, and job security contribute to career satisfaction.**” In today's evolving workplace, various workplace characteristics influence career satisfaction, including leadership style, organizational culture, job security, and interpersonal relationships (Kuenzi & Schminke, 2009; Judge & Klinger, 2008). By examining the relationship between work environmental factors and career satisfaction, this research will provide insight into how an organization can enhance employee well-being and long-term professional fulfillment.

This **research aims** to theoretically and empirically investigate the impact of the work environment on career satisfaction. It seeks to identify and analyze key workplace factors such as leadership style, organizational culture, job security, teamwork, and work-life balance that influence employees' perceptions of career satisfaction. By understanding these factors, the study aims to provide insights into how organizations can create a conducive work environment that enhances employee well-being, motivation, and long-term career fulfillment.

The **research object** is the impact of the work environment on career satisfaction.

The **research objective**:

- a. To determine and analyze specific factors of the work environment that significantly contribute to career satisfaction.
- b. To develop a conceptual model for career satisfaction based on the impact of work environment factors.
- c. To empirically test the model revealing the impact of environmental factors on career satisfaction.

The analysis of scientific literature will be used to explain the theoretical aspect. This study was guided by (Herberg's Two-Factor Theory, 1996) on how to differentiate between hygiene factors (job security, salary, work conditions) and motivators (e.g., recognition, growth opportunities) in influencing career satisfaction, etc. At the same time, SPSS was used for empirical research on the impact of the work environment on career satisfaction. A structured quantitative questionnaire was used to evaluate the effect of the work environment on career satisfaction.

Respondent data was collected during quantitative research and analyzed using questionnaires; descriptive and inferential (correlation and regression analysis) statistics was used to achieve this goal. The SPSS program was used to process the data. The reliability indicators of the questionnaires were checked by calculating Cronbach's alpha coefficients to assess employees' career satisfaction.

The **research structure**, the theoretical component, divided into four subsections. These subsections discussed and analyze the conceptualization of work environment characteristics and their impact on career satisfaction. The methodological section was explored using a quantitative research approach to analyze these work environment factors better. The third part of the study shows the quantitative research results and described the relationship found and other research insights assessed through data analysis. The last part presents the conclusions obtained during the research and practical recommendations.

1. THEORETICAL REASONING ON THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION

1.1 Conceptualization of Work Environment

The work environment refers to the physical, psychological, and social conditions under which employees perform their tasks. It includes tangible aspects such as office layout, tools, and technology and intangible elements like organizational culture, leadership, teamwork, and job security (Sundstrom, 1994). A well-structured work environment fosters productivity, job satisfaction, and overall well-being, while a hostile climate can lead to stress, disengagement, and high employee turnover (Robbins & Judge, 2019).

Work is the process of planning and managing operations, personnel, and workflow to achieve organizational objectives. Management's primary purpose is to create an environment that enables people to operate effectively and productively. A strong organizational structure sets the tone and focus of employees' work and guides them (Kaehler & Grundei, 2019). The value of employees as the ones who perform the task has not been replaced by the innovations that have emerged in the modern workplace.

1.1.1 Physical Work Environment

Firstly, the Physical Work Environment includes factors such as office design and layout, lighting technology, and tools. The impact of the physical surroundings on workers' productivity, contentment, and general attitudes toward their jobs is called the "physical dimension of work." According to research, physical work settings can affect employees positively and negatively. Research indicates that comfortable and well-designed workplaces enhance job performance and employee morale (Vischer, 2007). Poor lighting, excessive noise, and inadequate workspace can cause fatigue, stress, and reduced productivity (Sundstrom, 1994).

1.1.2 Psychological Work Environment

Secondly, the psychological work environment relates to how employees feel about their workplace, including job stress, motivation, and emotional well-being. Among the elements contributing to this aspect of the workplace are leadership, power dynamics, group psychology, dispute resolution, and the relationship between stress/health and the work environment. Prior research has demonstrated that the psychological components of the workplace interact with one

another. An employee's mental health is taken into consideration by the psychosocial work environment factor since no worker can function at their best if they are not in a healthy mental state. Unbalanced mental health has been linked to decreased employee performance, according to research (Elovainio et al., 2022).

According to Martin et al. (2016), it includes elements like the connections among coworkers, the degree of communication and support inside the company, the workload and demands of the job, and the general culture of the company. Employee mental health outcomes, such as stress, burnout, and psychological distress, can be significantly impacted by the psychosocial work environment. Workload, autonomy, and recognition significantly affect employees' mental health and job satisfaction (Maslach & Leiter, 2016). A supportive environment where employees feel valued and heard contributes to career satisfaction and long-term organizational commitment.

1.1.3 Social Work Environment

The social work environment refers to interactions among employees, management, and organizational culture. Strong teamwork, effective communication, and leadership support foster a positive work atmosphere (Kuenzi & Schminke, 2009). One significant element that affects many facets of organizational success and employee well-being is the social component of the workplace. Research has indicated that employees' performance is positively and significantly impacted by the social work environment (Cabral, 2021). It has been discovered that a key component of the social work environment, the caliber of connections between coworkers, is critical to sustaining the caliber of workers' output.

Furthermore, it has been discovered that the social work environment has a comparatively strong correlation with the growth of employee well-being in activity-based work environments. In contrast, toxic workplaces with poor leadership, discrimination, or workplace bullying can negatively impact employee morale and career satisfaction (Einarsen et al., 2011). The incidence of behavioral risk factors, including smoking, nonmoderate alcohol use, and physical inactivity during leisure time, is significantly mediated by the social aspect of the workplace (Lindeberg et al., 2022).

Employee engagement is the social aspect of the workplace. It describes how dedicated and involved workers are with their company and its principles. It is a favorable attitude that workers have toward the company and is related to both the work and the company. Engaged employees are emotionally attached to their organization and highly involved in their jobs, going beyond their employment agreement (Bailey et al., 2017).

1.1.4 Organizational Culture and Work Environment

Organizational culture and work environment shape the work environment by defining a company's values, norms, and behaviors. A positive organizational culture promotes collaboration, inclusivity, and professional development, increasing job satisfaction and employee engagement (Schein, 2010). Companies that fail to build a strong culture risk employee dissatisfaction, high absenteeism, and low productivity (Cameron & Quinn, 2011).

Different disciplines conceptualize the work environment in varying ways, leading to inconsistencies in research findings. For example, organizational psychology focuses on leadership, culture, and motivation (Judge & Klinger, 2008), while occupational health studies emphasize physical and psychosocial conditions (Maslach & Leiter, 2016). These differences create challenges in developing a standardized framework assessing its impact on career satisfaction. Furthermore, some studies suggest that intrinsic job characteristics like autonomy and recognition substantially affect satisfaction more than extrinsic factors like salary and job security (Herberg, 1966). Others argue that the two are independent and must be studied holistically (Deci & Ryan, 2000). This raises the question: is career satisfaction primarily driven by work conditions, or does individual perception and motivation play a larger role?

While research highlights key work environment factors such as leadership, job security, and organizational culture, their interactions remain unexplored. Studies often analyze these factors in isolation and overlook their combined influence on career satisfaction. For instance, a supportive leadership style may compensate for a lack of job security, whereas a toxic culture may undermine the benefit of competitive salaries.

Moreover, work-life balance is often considered a moderating variable, but its interaction with other workplace characteristics is complex. Employees in high-autonomy jobs may experience greater career satisfaction despite long working hours, whereas those in rigid,

hierarchical environments may suffer burnout even with formal work-life balance policies (Kossek, Valcour, & Lirio, 2014).

While the impact of the work environment on job satisfaction is well documented (Spector, 1997), fewer studies focus on its long-term influence on career satisfaction. Additionally, most research is based on cross-sectional studies, limiting insight into the causal relationship between work environment and career satisfaction.

1.2 Theoretical Perspective on the Work Environment

The work environment is critical to employees' satisfaction, motivation, and performance. Various theories provide frameworks for understanding how workplace conditions influence employees' behavior, well-being, and career satisfaction. These theories help organizations design effective work environments that promote productivity and job fulfillment.

1.2.1 Herzberg's Two-Factor Theory

Herzberg's Two Factor Theory (1959), also known as the Motivation Hygiene Theory, can be categorized into different groups:

- i. Hygiene Factors: extrinsic factors do not necessarily motivate employees but can cause dissatisfaction if absent. They include salary, job security, working conditions, company policies, and interpersonal relationships. A poor work environment, lack of recognition, or an unhealthy workplace culture can lead to dissatisfaction (Herzberg, 1966).
- ii. Motivation Factors: These intrinsic factors enhance job satisfaction and motivation, such as achievement, recognition, career advancement, and personal growth. A positive work environment with growth opportunities and recognition leads to higher job satisfaction.

Its application to the work environment is that organizations should ensure that hygiene factors such as safety, fair pay, and proper working conditions are adequately met to prevent dissatisfaction. Motivational factors such as meaningful work, autonomy, and career growth should be provided to enhance job satisfaction. Herzberg's theory has been criticized for its limited focus on individual differences and external environmental influences on employee satisfaction (Robbins & Judge, 2019).

1.2.2 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs (1943) is a psychological theory that explains human motivation based on five levels of needs. Applied to the workplace, it suggests that employees seek work environments that fulfill their needs in a hierarchical order:

- i. Physiological needs: For employees to function effectively, basic needs such as fair wages, access to food, and comfortable working conditions must be met.
- ii. Safety needs: job security, a safe work environment, and healthy benefits ensure employees feel protected.
- iii. Social Needs: a supportive work environment with teamwork, collaboration, positive relationship factors, and a sense of belonging.
- iv. Esteem Needs: employees seek recognition, career advancement, and respect from colleagues and supervisors.
- v. Self-Actualization: Employees reach their highest potential when they engage in meaningful work, have autonomy, and have opportunities for personal growth (Maslow, 1943).

Its application to the work environment is that the organization should ensure that employees' basic needs of salary, safety, and social connections are met before expecting high performance and creativity. Employees thrive in a work environment that promotes career development and personal fulfillment. Maslow theory assumes a rigid order of needs, whereas employees may prioritize needs differently depending on individual circumstances (Wahba & Bridwell, 1976).

1.2.3 Self-Determination Theory

Self-Determination Theory (Deci & Ryan, 2000) SDT theory argues that three basic psychological needs drive individuals:

- i. Autonomy: the ability to choose and control one's work. Employees feel more engaged and satisfied when they have autonomy in decision-making.
- ii. Competence: employees seek to develop skills, master tasks, and perform well. A supportive work environment provides training and career growth opportunities.
- iii. Relatedness: employees want to feel connected to colleagues and valued by their organization. A positive workplace culture fosters strong relationships and collaboration (Deci & Ryan, 2000).

Its application to work environments that promote autonomy, skill development, and social support enhances employee motivation and well-being. Managers should provide constructive feedback, mentorship, and flexibility in work arrangements. While SDT explains intrinsic motivation well, it does not fully account for external factors such as compensation and job market conditions (Gagne & Deci, 2005).

1.2.4 The Job Demand Resource Model

The job demand resource model, the JD-R Model (Demerouti et al., 2001), suggests that the work environment consists of two elements.

- i. **Job Demand:** This aspect of a job requires effort and may lead to stress, such as workload, time pressure, and emotional labor. Job demands are those features of a job that come with psychological and bodily costs and call for consistent effort. The JDR model states that workplace demands can harm workers' well-being, resulting in higher levels of burnout and worse job satisfaction. Job resources help reach objectives, lower expectations, or promote personal development (Bakker & Demerouti, 2017).
- ii. **Job Resource:** These factors help employees cope with demands and stay engaged, such as autonomy support, career development, and recognition. According to Mudrak et al. (2018), job resources are the different aspects of the workplace that can help and support a person's well-being and job performance. However, according to Scanlan & Still (2019), job resources are the different components or features found in the workplace that might support workers' happiness and well-being—considering the notions of job satisfaction and well-being as components of job resources. A person's general state of being and quality of life are their well-being. It covers various topics, including social interactions, life satisfaction, mental, emotional, and physical health.

When job resources are high, employees can handle higher job demands without experiencing burnout. However, when job demand exceeds available resources, employees may face stress and dissatisfaction (Demerouti et al., 2001). This principle applies to the work environment: organizations should balance workload and provide adequate resources (training, leadership support, and feedback) to prevent employees from burning out. A resourceful work environment promotes engagement, resilience, and productivity.

According to Rispens & Demerouti (2016), people who face disagreement at work may feel destructive, passive negative emotions, such as sadness and guilt. Conflict at work has been the cause of this for a long time. Although there are various ways to resolve conflicts at work, the conflict detachment method is considered adequate. As a coping mechanism, conflict detachment entails mentally removing oneself from a conflict situation.

According to Rispens and Demerouti (2016), conflict detachment is the capacity to disengage from the negative feelings and ideas connected to a conflict experience, enabling people to return their concentration to their task. By allowing people to disengage from a conflict event mentally, conflict detachment can lessen unpleasant emotions by lowering the intensity of an emotional reaction. Promoting constructive communication, problem-solving techniques, and aiding staff members are all important components of sound conflict management in the workplace. The JD-R Model focuses more on job stress and burnout than broader career satisfaction factors (Schaufeli & Bakker, 2004).

1.2.5 Organizational Culture Theory

The organizational culture theory explains how workplace culture influences employee behavior and job satisfaction (Schein, 2010). According to Schein (2010), an organization's culture consists of three levels:

- i. Artifacts: visible elements such as office designs, dress code, and company policies.
- ii. Espoused Values: stated organizational values such as teamwork, innovation, and ethnic practices.
- iii. Basic Assumption: deeply ingrained beliefs and behavior shaping employees' interactions and work.

A strong and positive organizational culture fosters a supportive work environment, increases job satisfaction, and enhances employee retention (Schein, 2010). Its application to the work environment is that organizations should cultivate a positive work culture that aligns with employees' values and fosters collaboration. Transparent communication, leadership integrity, and inclusiveness create a healthy work environment. Organizational culture is complex and challenging to change, requiring long-term commitment from leadership (Cameron & Quinn, 2011).

These cultural elements influence decision-making processes, leadership approaches, and interpersonal relationships, which affect job satisfaction and career development. For instance, organizations prioritizing innovation and flexibility tend to foster an environment where employees feel empowered to take the initiative and develop professionally. In contrast, a rigid, hierarchical culture may stifle creativity and limit career growth. For example, Google's organizational culture, characterized by innovation, open communication, and a non-hierarchical structure, fosters a work environment where employees feel valued and engaged. The company encourages psychological safety, where employees can voice their ideas without fear of retribution, leading to higher career satisfaction and retention (Edmondson, 1999).

On the other hand, traditional financial institutions with a strict hierarchical structure and bureaucratic decision-making may experience lower employee engagement and higher turnover rates due to a lack of autonomy and career progression opportunities. Beyond job satisfaction, organizational culture significantly influences mental health and well-being. Cultures emphasizing employee wellbeing, inclusivity, and work-life balance create environments where employees thrive. For instance, companies such as Salesforce and Microsoft have integrated employee wellness programs, diversity and inclusion initiatives, and leadership development programs into their cultures, contributing to long-term career satisfaction. Conversely, workplaces with toxic cultures marked by excessive competition, lack of recognition, and poor leadership can lead to burnout and dissatisfaction (Maslach & Leiter, 2016).

Person-Environment Fit Theory by Kristof- Brown et al. (2005) argues that job satisfaction and performance depend on how well an employee's values, skills, and personality align with the work environment. These are two types of fit:

- i. Person-Job Fit: the alignment between individual inabilities and job requirements.
- ii. Person-Organization Fit: the alignment between an individual's values and the organizational culture.

Employees who experience strong fit are more engaged, productive, and satisfied in their careers (Kristof-Brown et al., 2005). The theory applies to the work environment: Organizations should hire employees whose skills and values align with company culture. Job roles should be tailored to match employees' strengths and career aspirations. The theory does not account for

employees who may adapt to a work environment even if the initial fit is low (Jansen & Kristof-Brown, 2006).

In summary, the theoretical perspective on the work environment provides valuable insight into how workplace conditions influence an employee's motivation, satisfaction, and performance.

Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, Self-Determination Theory, and the JD-R Model highlight different aspects of workplace motivation and stress. Meanwhile, organizational culture theory and Person-Environment emphasize the importance of cultural alignment in the workplace. Organizations can use these theories to create work environments that enhance employee well-being, engagement, and productivity. Companies can optimize workplace satisfaction and long-term career success by balancing job demands with resources, fostering a supportive culture, and ensuring a strong fit between employees and their roles.

1.3 Career Satisfaction

One key idea in organizational behavior is Career satisfaction, which is the contentment people feel about their jobs. It considers workplace culture, duties, connections with coworkers, and pay. Career satisfaction is crucial since it significantly impacts worker performance, intentions to leave, and overall organizational success.

Herzberg, Mausner, and Snyderman (1959) established the basic framework for understanding career satisfaction with their Two-Factor Theory. It distinguishes between motivators like success and recognition and hygiene factors like pay and working conditions in terms of how they affect employee motivation and satisfaction. According to Herzberg, sanitary factors can reduce dissatisfaction, but motivators have a greater impact on true career satisfaction.

Locke (1976) advanced the concept of job satisfaction in his Range of Affect Theory by suggesting that it is impacted by a discrepancy between an employee's expectations and the benefits they obtain from their work. This method highlights the subjective nature of job satisfaction and its reliance on personal expectations and perceptions. Judge, Thoresen, Bono, and Patton's (2001) meta-analysis demonstrates extensive research on the relationship between job satisfaction and employee performance, finding a moderate but positive link between the two variables.

This finding suggests a relationship between improved job performance and higher career satisfaction, albeit the causality of this relationship may not always be clear. Given that career satisfaction might indicate intentions to leave, Tett and Meyer (1993) have highlighted the importance of career satisfaction in retaining employees. Their research shows that job dissatisfaction significantly motivates people to leave an organization, underscoring the need to address career satisfaction to lower turnover rates.

According to Denison (1990), a strong and supportive corporate culture with shared values, attitudes, and practices can increase employee happiness. The sense of belonging and shared dedication to company goals that a positive culture fosters impacts the relationship between workers and the company. Recent research has started to examine the subtle factors that affect career satisfaction, such as employee engagement, autonomy, and work-life balance. According to Clark (2001), Career satisfaction and work-life balance are significantly correlated. Those who can strike a healthy balance between their personal and professional lives are likelier to express pleasure in their jobs.

In summary, career satisfaction is multifaceted and depends on several factors, including personal goals, company culture, and work characteristics. Work happiness's impact on employee performance, retention, and overall organizational health underscores how important it is for businesses. The complex relationship between job satisfaction and other organizational elements, such as leadership style, work-life balance, and the impact of hybrid work environments, must be further investigated to learn more about effective interventions that could raise employee satisfaction and productivity.

1.4 Job Satisfaction

Job satisfaction is a multidimensional construct that reflects an employee's overall emotional, cognitive, and behavioral response toward their job (Locke, 1976). It is shaped by work conditions, interpersonal relationships, compensation, career growth opportunities, and work-life balance (Spector, 1997). Job satisfaction can be categorized into two main ways: intrinsic job satisfaction and Extrinsic job satisfaction.

Intrinsic job satisfaction derives from the nature of the work itself, personal growth, and autonomy (Hackman & Oldham, 1980). Hackman & Oldham (1980) also identified five dimensions that drive satisfaction: the extent to which different skills are used at work, the ability to complete a whole task from start to finish, how much the job impacts others, and the level of independence in work. Morgeson & Humphery (2006) found that autonomy and task significantly increase job satisfaction in knowledge-based industries. Extrinsic job satisfaction is influenced by external factors such as salary, job security, company policies, and supervision (Herzberg, 1966).

Kumari (2023) states intrinsic and extrinsic motivators shape employee satisfaction and organizational performance. Zhang et al. (2021) confirm that intrinsic motivators (e.g, meaningful work) have a more substantial impact on job satisfaction than hygiene factors. High levels of job satisfaction are linked to several individual and organizational benefits, e.g., Employee-level benefit: this is where we have employees with high job satisfaction who are more engaged in their work, leading to higher productivity (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017).

Dissatisfied employees will likely experience stress, burnout, and health-related issues (Bakker & Demerouti, 2007). Job satisfaction is a key predictor of long-term career fulfillment and stability (Zhou et al., 2019). The organizational level benefits involve satisfied employees who are less likely to quit, reducing turnover costs (Meyer & Allen, 1991). Employees with high job satisfaction are more committed to their organization, resulting in better performance. Job satisfaction fosters creativity and innovation, improving performance (Amabile & Kramer, 2011).

Self-determination Theory by (Deci & Ryan, 2000) suggests that employees feel satisfied when their work fulfills three psychological needs: control over decisions, opportunities to develop skills, and a sense of belonging in the workplace. Van den Broeck et al. (2016) found that employees with greater autonomy and stronger workplace relationships reported higher job satisfaction. Equity Theory (Adams, 1965) has to do with employees comparing their work input (efforts, skills, and experience) to their reward (salary, recognition, and promotion) for their peers. If they perceive an imbalance, dissatisfaction increases. Furthermore, Al-Zu'bi (2010) found that fair compensation structures significantly reduce job dissatisfaction in corporate organizations. Maslow's Hierarchy of Needs Theory is a theory that posits that individuals have five levels of need, ranging from psychological to self-actualization.

Job satisfaction is achieved when work fulfills these needs, particularly higher-level needs such as esteem and self-actualization. Contemporary research integrates this framework to understand how modern workplace practices can meet these evolving needs. The Job Demand Resource (JD-R) Model suggests that job satisfaction is influenced by the balance between job demands (e.g., workload, emotional demands) and job resources (e.g., autonomy and social support). An imbalance, where demand outweighs resources, can lead to dissatisfaction and burnout.

In the modern workplace, several emerging factors have been identified as significant determinants of job satisfaction.

- i. **Diversity, equity, and inclusion (DEI):** The emphasis on DEI initiatives has grown, with organizations recognizing their role in enhancing job satisfaction. Inclusive workplaces that prioritize diversity and equity contribute to a sense of belonging and fairness among employees, thereby boosting satisfaction.
- ii. **Workload and work-life balance:** the perception of workload and the ability to maintain a healthy work-life balance are critical to job satisfaction. Studies indicate that excessive workloads and poor balance can lead to stress and dissatisfaction, while manageable workloads and supportive policies enhance satisfaction.
- iii. **Employee engagement:** Engagement levels are closely tied to job satisfaction. Employees engaged, enthusiastic about, and committed to their work tend to report higher satisfaction. Meaningful work, recognition, and opportunities for professional development often foster this engagement.

The contemporary labor market has witnessed significant shifts impacting job satisfaction.

- i. Great resignation is a phenomenon where many employees voluntarily leave their jobs, highlighting widespread dissatisfaction. Analyses suggest that factors such as lack of advancement opportunities, inadequate compensation, and poor work-life balance contribute to this trend. (The Hill, 2021)
- ii. Rising job satisfaction: Contrastingly, some reports indicate increased job satisfaction levels are attributed to improved workplace policies, greater flexibility, and enhanced focus on employee well-being. For example, a 2023 report noted a peak in job satisfaction over

the past 36 years, suggesting positive developments in organizational practices. (TCB, 2023)

Understanding the nuanced factors influencing job satisfaction is crucial for organizations that enhance employee well-being and performance. Fostering inclusive cultures, providing opportunities for professional growth, ensuring fair compensation, and supporting work-life balance are essential. Organizations can improve job satisfaction and drive overall success and employee retention by addressing these areas.

1.5 Work-Life Balance

Work-life balance (WLB) refers to an individual ability to effectively manage professional responsibilities and personal life without significant conflict between the two (Greenhaus & Beutell, 1985). It involves achieving harmony between work obligations and personal well-being, allowing individuals to meet career goals while maintaining a fulfilling life outside of work (Clark, 2000). Organizations play a crucial role in shaping work-life balance by implementing supportive policies such as flexible working arrangements, paid leave, and employee well-being programs (Kossek & Ozeki, 1998).

According to research, work-life balance consists of multiple dimensions, including time balance, which allocates adequate time to work and personal activities (Hill, Hawkins, Ferris, & Weitzman, 2001). Secondly, strain balance: managing stress levels so that work stress does not negatively impact personal life and vice versa (Michel, Kotrba, Mitchelson, Clark & Baltes, 2011). Lastly, engagement balance is maintaining an appropriate level of psychological engagement in both work and non-work roles (Greenhaus & Powell, 2006).

Employees who experience better work-life balance achieve several positive outcomes linked to work-life balance. They report higher job satisfaction and lower burnout rates (Kelly et al., 2014). Poor work-life balance has been associated with stress, anxiety, and depression (Frone, Russell & Cooper, 1997). Workers with good work-life balance demonstrate higher motivation and job engagement (Grawitch, Barber & Kruger, 2010).

Organizations that promote work-life balance experience lower turnover rates and improved employee commitment (Lyness & Judiesch (2014). Despite the benefits, many

employees face work-life balance challenges, including increased workload and long working hours, technological advancement, and organizational culture. The strategies to enhance work-life balance include remote work, flextime, and compressed workweeks (Golden, 2009). This encourages realistic work expectations and clear job roles and provides mental health resources, childcare services, and wellness programs (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005).

Work-life is crucial to employee well-being, affecting job satisfaction, mental health, and productivity. Organizations must proactively promote a supportive work environment that enables employees to thrive professionally and personally. By implementing flexible policies and fostering a culture that values balance, businesses can enhance employee engagement, reduce stress, and improve overall organizational performance (Kossek, Valcour & Lirio, 2014)

1.6 Interplay Between Work Environment and Career Satisfaction

The connection between career happiness and the workplace is well-established in organizational behavior and human resource management. The degree to which various aspects of a person's workplace impact their positive psychological state regarding their employment is known as career satisfaction (Salemon, 2018).

Research on human labor efficiency in exchange for monetary compensation was the focus of the industrial era of work. However, more recent studies have expanded the scope of the work environment to include industrial, psychological, and social aspects of life, emphasizing the importance of managing and prioritizing the work environment for success and benefits (Van der Laan et al., 2023).

Work is defined by Kaehler & Grundei (2019) as being done by an individual known as an employee (Tynes et al., 2017) to accomplish organizational goals; the other factor is decided by individual factors, such as seeking a living or advancing in their career (Cabral, 2021). Work is done regardless of the environment in which it is done.

The transformational leadership theory states that leaders who inspire, intellectually challenge, and provide individualized attention to each employee cultivate high levels of job satisfaction (Bass & Riggio, 2006). Because of the increased sense of support and chances for

professional development, transformational leadership has been shown to positively correlate with career satisfaction in empirical studies (Avolio, Walumbwa, & Weber, 2009).

It has been demonstrated that transformational leadership increases workers' motivation, job satisfaction, and career satisfaction. According to Bakker and Demerouti (2017), a suitable work environment would include the demands of a job and the resources made available to carry out the task over time. They cite the Job Demand-Resources Model Theory, which states that no work is independent of its environment.

Leadership significantly impacts job accomplishments, a positive work atmosphere, and chances for professional growth (Bagdadli & Gianecchini, 2019). Schein (2010) established a corporate culture model highlighting the significant influence that deeply rooted norms and values can have on employees' behavior and thought processes. When an organization's culture prioritizes the development and well-being of its employees, career happiness rises because people feel better aligned with the company's objectives and values (Hartnell et al., 2019).

The work-family border theory states that having a blurred line between work and personal life generally increases happiness (Clark, 2000). Work-life balance programs enhance overall wellness and lessen work-related stress, which is strongly connected with increased job and career satisfaction (Allen et al., 2020). Workers are better equipped to manage their personal and professional lives when they work for companies that promote work-life balance through flexible work hours and supportive policies.

The self-determination theory of Deci & Ryan (1985) holds that autonomy is a fundamental psychological need. Wang et al. (2020) discovered that employees with higher job autonomy report higher levels of career satisfaction because they feel more in control of their work and are more genuinely driven. A state of mental exhaustion related to work burnout is caused by high job demands and a lack of resources and affects employees' physical and psychological health and organizational outcomes.

Bakker & Demerouti (2017) defined burnout as emotional exhaustion, a sense of personal ineffectiveness, and depersonalization or a cynical instrumental attitude toward others. Burnout is common in many occupations and is made worse by emotional labor, constant client contact, and

unpleasant working conditions. The employee's professional success would suffer if they could not maintain a healthy mental state due to mental fatigue. A supportive work environment that promotes work-life balance and attends to employees' needs can help them succeed professionally over the long term. Burnout and turnover may decrease as a result. Employees cannot be satisfied with their employment if their workplace does not promote their mental health and wellness (Calaguas, 2017).

This shows that an employee's work has been valued for its importance and impact, that they have managed to balance their personal and professional responsibilities, and that working in non-toxic or stressful environments has improved their performance and productivity. This gives the impression that the workplace is joyful and healthy.

Nielsen et al. (2017) assert that the only way to boost motivation, engagement, and job satisfaction is all of which contribute to greater productivity and innovations to create a positive work environment. Employees' years of experience in a culture emphasizing job autonomy produce their creativity and innovation (Llopis & Foss, 2016). At work, it is possible to cultivate positive team chemistry and external networking to build advantageous connections that can enhance career opportunities. A positive and supportive work environment fosters personal fulfillment and job satisfaction and establishes the foundation for professional growth, skill development, and career aspirations.

Given that all aspects of the workplace are recognized to be interrelated, this employee is an example of one whose other elements are enjoyable (Demerouti, 2015). These days, we live in a dynamic environment where everyone has access to information, and employees have coworkers who work for different companies. Each person will have different motivators, but any of these factors might encourage someone to stay on the job and give it their all (Ahmad et al., 2020).

When it comes to having a positive work culture, employees will compare their experiences with those of other companies if they are comparable (Van der Laan et al., 2023). Companies that encourage their employees' learning and growth will be able to retain them longer than those who don't. This is true since training and development enable employees to gain new competencies and abilities that will allow career progression.

A pleasant workplace will increase job satisfaction and improve employee efficiency and productivity (Nielsen et al., 2017). Despite many goals and aspirations, working in an environment where safety measures are not implemented can harm one's health and compromise job satisfaction (Van der Laan et al., 2023).

The human capital theory by Becker (1964) states that investing in staff training and development increases job satisfaction and output. Opportunities for continuous learning and development improve employees' competencies and career prospects, positively correlating with professional happiness (Park et al., 2019). The social exchange theory by Blau (1964) states that having supportive coworkers boosts job satisfaction and organizational loyalty.

Career satisfaction is highly subjective, varying based on personal expectations, career aspirations, and individual values (Judge & Klinger, 2008). What one employee considers a fulfilling career, such as work-life balance, may differ from another who prioritizes financial reward or career advancement. This subjectivity makes it difficult to establish universal metrics for career satisfaction, leading to inconsistencies in how it is measured across studies. The work environment comprises diverse elements such as leadership style, organizational culture, job security, workload, and team dynamics (Kuenzi & Schminke, 2009).

These factors interact in complex and nonlinear ways, making it difficult to isolate specific work environment characteristics that directly impact career satisfaction. Additionally, the influence of certain work environmental aspects (e.g., flexible work policies) may be contingent on job type, industry, or individual preferences.

Cooperation and support from coworkers significantly impact job and career satisfaction because they create a supportive and cooperative work environment (Chiaburu & Harrison, 2008). Greenhalgh and Rosenblatt's (1984) work security satisfaction hypothesis states that perceived job security and job satisfaction are strongly correlated. In conclusion, career development options influence the intricate interaction among employee engagement, career happiness, and work environment quality. Companies must understand these relationships to increase employee satisfaction, retention, and productivity.

2. METHODOLOGY FOR THE ANALYSIS OF THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION

Numerous scientific studies have found a relationship between work environment and career satisfaction, according to the literature analysis completed. The first portion of this chapter presents the data collection and analysis methods used to investigate the factors influencing an employee's career and its environmental outcomes. It also covers the issues with the organizational design of the study. The second half of the chapter focuses on the presentation of the research instrument.

2.1 Theoretical Research Model/Framework

As summarized in Table 1 below, career satisfaction is the employees' fulfillment, happiness, and satisfaction regarding their career progression, job role, and long-term professional growth. It could be measured through surveys assessing job fulfillment, career development opportunities, and overall carer happiness (Greenhaus, Parasuraman, & Wormely. 1990).

The work environment is the conditions employees work in, including physical, social, psychological, and organizational factors. It measures workplace safety, leadership style, organizational culture, teamwork, and job resources (Demerouti & Bakker, 2017).

As the mediating variable, job satisfaction is the degree to which employees feel content with their roles, influencing career satisfaction. A positive work environment enhances job satisfaction, improving career satisfaction (Spector, 1985).

Table 1: Variables Definition

Variable	Definition
Dependent Variable:	Career Satisfaction
Independent Variable:	Work Environment
Mediator:	Job Satisfaction
Moderator:	Work-Life Balance

Source: Author

Judge et al. (1995) found that perceived job characteristics such as autonomy and task variety significantly impact job satisfaction, which predicts career satisfaction. Lent & Brown

(2006) demonstrated that job satisfaction is a psychological bridge between organizational factors and employees' long-term career fulfillment.

This mediation is logical because employees are more likely to feel satisfied with their careers if they experience job satisfaction first. If the job is dissatisfying, employees may feel stagnant, disengaged, or undervalued, leading to lower career satisfaction even if they remain in the same field (Greenhaus et al., 1990). Work-life balance is how employees can balance their work responsibilities with their personal lives. This can strengthen or weaken the relationship between the work environment and career satisfaction (Allen, T. D. 2001)

Employees with a poor work-life balance may experience lower career satisfaction despite a positive work environment (Kossek, Valcour & Lirio (2014). Michel et al. (2011) found that work-life conflict weakens the relationship between job satisfaction and overall career fulfillment as employees struggle with burnout and role strain.

Wayne et al. (2017) highlighted those employees with a healthy work-life balance experience stronger career satisfaction, even when job satisfaction levels fluctuate. The moderation effect is crucial because even delighted employees may experience career satisfaction if work interferes excessively with their personal lives.

Conversely, a strong work-life balance can amplify the positive effect of job satisfaction on career satisfaction, leading to more sustainable and fulfilling career trajectories.

2.2 Research Methods and Their Application

This research will help us to make a model to explore how different workplace characteristics can contribute to career satisfaction in their work environments. Surveys are a widely used research method in organizational and behavioral studies due to their effectiveness in collecting data from a large population and quantifying subjective experiences such as satisfaction, perception, and attitudes (Creswell, 2014).

Career satisfaction, work environment, job satisfaction, and work-life balance are all subjective psychological constructs best understood through self-report data. This survey enables the researcher to gather personal perceptions, experiences, and feelings about their workplace (Spector, 1985). Theoretically, empirical research and descriptive and inferential (correlation and regression analysis) statistics were used to achieve this goal.

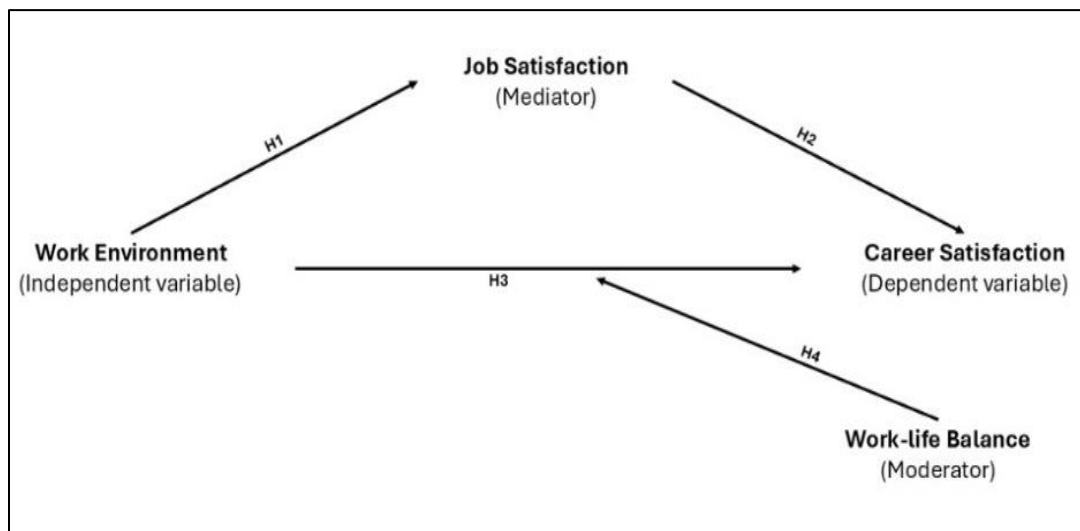
- **Empirical research method:** The questionnaire survey research approach was used from a previously validated survey.
- **The research aim** is to theoretically and empirically investigate the impact of the work environment on career satisfaction.

The Research Objective

- To determine and analyze specific factors of the work environment that significantly contribute to career satisfaction.
- To develop a conceptual model for career satisfaction based on the impact of work environment factors.
- To collect and analyze empirical data from a representative sample of employees in the target population.
- To empirically test the model revealing the impact of environmental factors on career satisfaction.

A model of the link between the components was constructed to identify the effect of work environment on career satisfaction, and it is subsequently employed in the work as a scheme of hypothesis.

Figure 1: Scheme of research hypotheses



Source: Author

The following hypotheses were formulated for the research:

A positive work environment is positively associated with job satisfaction. A well-structured work environment characterized by supportive leadership, organizational culture, job security, and strong interpersonal relationships enhances employee satisfaction (Eisenberger et al. 1986).

The extent to which leaders provide support, clarity, trust, and autonomy (Demerouti & Bakker, 2017).

How employees share values, beliefs, and norms within the organization that guide behavior (Hackman & Oldham, 1976). The perception of stability and continued employment within the organization (Eisenberger et al. 1986).

Employees with higher job satisfaction experience greater career satisfaction. Job satisfaction predicts long-term career fulfillment and organizational commitment (Spector, 1985).

Weiss et al. (1967) researched that job satisfaction creates a psychological bridge between workplace experiences and long-term career satisfaction. Employees who enjoy their current job roles, work relationships, and responsibilities are likelier to perceive career growth and fulfillment (Hackman & Oldham, 1975)

Research shows that work environment factors (e.g., leadership support, positive workplace culture, fair compensation) influence job satisfaction, affecting career satisfaction (Turban & Dougherty, 1994). Greenhaus et al. (1990) argue that employees' intrinsic motivation and job satisfaction are critical in determining long-term career fulfillment. Studies by (Martins et al., 2002) also confirm that employees who experience job satisfaction due to favorable workplace conditions are more likely to feel satisfied with their overall trajectory.

Work-life balance moderates the relationship between job satisfaction and career satisfaction, such that employees with a strong work-life balance experience a stronger positive relationship between job satisfaction and career satisfaction. Work-life balance ensures employees can effectively manage job demands without compromising personal well-being (Allen, T. D., 2001)

Research by Haar, J. M (2013) indicates that employees with a higher work-life balance experience greater career satisfaction, even if their job satisfaction fluctuates (Netemeyer, R. G., Boles, J. S., & McMurrian, R. 1996)

Allen, T. D (2001) also found that work-life policies (e.g., flexible schedules and remote work) strengthen the relationship between job satisfaction and career success. Wayne et al. (2017) further highlight that poor work-life balance weakens the connections between job satisfaction and career satisfaction, as excessive job demands diminish long-term career fulfillment.

- **H1:** Work Environment positively influences Job Satisfaction.
- **H2:** Job Satisfaction positively influences Career Satisfaction.
- **H3:** Job Satisfaction mediates the relationship between Work Environment and Career Satisfaction.
- **H4:** Work-life Balance moderates the relationship between Job Satisfaction and Career Satisfaction.

Table 2: Definition of quantitative research construct and measurement scales.

Hypothesis	Construct	Theoretical Definition	Survey	Source
H1: A positive work environment is positively associated with job satisfaction.	Work Environment	The extent to which leaders provide support, clarity, trust, and autonomy—the perception of stability and continued employment within the organization.	Measured using a composite scale adapted from: Job Diagnostic Survey; Perceived Organizational Support Scale; Job Demands-Resources Questionnaire.	Hackman & Oldham (1976), Eisenberger et al. (1986), Demerouti & Bakker (2017)
H2: Employees with higher job satisfaction experience greater career satisfaction.	Job Satisfaction.	The extent to which employees feel content and fulfilled with their job roles, tasks, and responsibilities.	Measured using a composite scale adapted from: JSS Survey and MSQ.	(Weiss et al., 1967), (Spector, 1985)

H3: Job satisfaction mediates the relationship between work environment and career satisfaction.	Career Satisfaction.	The degree to which employees feel fulfilled and accomplished in their long-term career trajectory.	Measured using a composite scale adapted from: Career Satisfaction Scale (Greenhaus et al., 1990).	(Greenhaus et al., 1990), (Turban & Dougherty, 1994), (Martins et al., 2002).
H4: Work-life balance moderates the relationship between job satisfaction and career satisfaction.	Work-life balance.	The ability of an employee to manage work demands while maintaining personal well-being and life commitments.	Measured using a composite scale adapted from: Work-Family Conflict and Family-Work Conflict Scale, Work-Life Balance Scale.	(Allen, T. D, 2001), (Netemeyer, R. G., Boles, J. S., & McMurrian, R, 1996) (Haar, J. M. (2013).

Source: Author

The population, the sample within it, and the sample itself. Given that an estimated 5 million workers are in Nigerian companies, the survey's objective is to evaluate the impact on these workers ("World Bank Open Data," 2023) in the Nigerian labor market report. Nigeria is Africa's largest and most populous economy, contributing significantly to the continent's labor market. It represents a diverse and dynamic economic environment with significant organizational and employee development potential.

Studying Nigerian companies provides insights into how work environment factors influence career satisfaction in a rapidly developing economy. Nigerian companies are characterized by diverse sectors, including banking, telecommunication, education, and manufacturing; this diversity offers a broad perspective on employee engagement, satisfaction, and career development across industries. The following formula is used to determine the necessary sample size:

- η represents the number of cases in the sample.
- Δ indicates the magnitude of the error.

- N is the total population.

We will apply the same formula for a population of 5 million Nigerian workers with a 5% margin error (Δ) to determine the appropriate sample size for a large population. The formula to calculate sample size is based on the confidence level (typically 95%), the margin of error, and the population size. The formula for calculating the recommended sample size η is as follows:

$$\eta = \frac{N \cdot Z^2 \cdot p \cdot (1 - p)}{(N - 1) \cdot E^2 + Z^2 \cdot p \cdot (1 - p)}$$

Where:

- η sample size.
- N population size (5,000,000)
- Z z-score corresponds to the desired confidence level (for 95% confidence, $Z = 1.96$).
- P estimated proportion of the population with the attribute (commonly 0.5 is used if the exact proportion is unknown, as it provides the maximum sample size).
- E margin of error (5% = 0.05).

$$\eta = \frac{5,000,000 \cdot (1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(5,000,000 - 1) \cdot 0.05^2 + (1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}$$

The result above shows that approximately 384 respondents would be an acceptable sample size for the study, given the population's 5 million employees and the goal of achieving survey reliability with a 5 percent error margin. This study utilizes a sample size of 83 respondents, a sample size determined based on practical considerations, including resource and accessibility constraints.

Given the scale of the population, it is essential to focus on specific areas of Nigeria for this study on the effects of work environment characteristics on employees. These areas include major economic hubs and industries with high employee concentrations, such as:

Lagos State: The Commercial Hub

Lagos State is home to most of Nigeria's workforce and is the country's largest commercial and industrial hub. Numerous multinational firms, oil businesses, and other service industries that make up a sizable portion of the formal Labor call it home. More than 10% of Nigerian workers

are anticipated to reside in Lagos State, where a significant concentration of corporate offices and industrial businesses might supply pertinent data for market research (NBS, 2023).

Abuja: government and public sectors

As the nation's capital, Abuja has numerous public sector organizations, global organizations, and major corporations' headquarters. There are also sizable civil service personnel in Abuja. Given its significant share of the city's formal Labor market, the public sector is a crucial area of study for learning about career advancement and work satisfaction in government employment (World Bank, 2023).

Port-Harcourt: oil and gas industry

The hub of Nigeria's oil and gas industry is Port Harcourt. This industry, which employs many trained professionals in technical, engineering, and administrative roles, is essential to Nigeria's economy. Nigeria's economy greatly benefits from the oil and gas industry, employing many people (Gbadamosi et al., 2023).

Kano state: Northern economic hub

One of the biggest cities in northern Nigeria, Kano serves as a center for trade, industry, and agriculture. Compared to Lagos and Abuja, it represents a distinct demographic and economic sector. A comprehensive knowledge of employee happiness across many industries requires a varied sample, which is provided by targeting Kano in the manufacturing and agriculture sectors. Kano is an important industrial hub, especially for the north, making it a prime workforce research site (NBS, 2023).

2.3 Research Stages

1. Preparation of research methodology: research problem, object, goal, task, research method, hypotheses, respondent, and necessary research sample.
2. Compilation of a questionnaire.
3. Carrying out empirical research.
4. Analysis, systemization, and evaluation of research data.
5. Summary of research result.
6. Presentation of conclusion and recommendation.

2.4 Method of Statistical Analysis

The statistical analysis software program SPSS was used to process the data gathered for empirical study. The social and demographic information of survey respondents was reviewed using the descriptive statistics approach, and the percentage distribution of respondents by gender, age, occupation, working environment, and job satisfaction will be ascertained. I will use a significance level of $p < 0.05$ and a confidence level of $\alpha = 0.05$ to establish the statistical significance of the parameters under inquiry. The statement's consistency in the group will be investigated using Cronbach's alpha coefficient to evaluate the coherence, accuracy, and alignment of the statement in a questionnaire with the research value.

The formula for calculating Cronbach Alpha.

$$\alpha = \frac{N \cdot \check{C}}{v + (N - 1) \cdot \check{C}}$$

- N is the number of items
- \check{C} is the average covariance between item pairs.
- v is the average variance of each item.

2.5 Research Design and Method

There are different approaches to research for gathering primary data. It was decided to use a survey approach, more precisely, a questionnaire. Research teams utilize surveys to collect information (from selecting samples to questions and themes). It's a helpful way to get data from many sources. Characteristics such as sex, age, status, occupation, working environment, and job satisfaction may be considered when choosing the respondents. The first question of the survey will be this one (Story & Tait, 2019).

Furthermore, a cross-sectional temporal horizon will be used for primary data collection. Consequently, information will be obtained simultaneously from a wide range of individuals. The approach selected is more appropriate for this study since longitudinal studies consistently gather data from the same respondents over time, unlike cross-sectional studies, which frequently concentrate on a larger group of people delighted by a similar attribute (Thomas, 2022).

Using a quantitative survey, the raised hypotheses are to be verified. This approach is typically selected when it is required to verify theoretical questions posed during research or

insights that rely on individuals' interests, personalities, and other personal qualities. The quantitative survey technique aims to achieve a larger sample size in less time. A prearranged research instrument is used to conduct the survey, which should help organize the information gathered from the respondents (Espadoto et al., 2021).

2.6 Research Instrument

Four components comprised the questionnaire, totaling 20 questions, 5 questions for Work Environment, a well-structured work environment characterized by supportive leadership, organizational culture, job security, and strong interpersonal relationships enhances employee job satisfaction (Eisenberger et al. 1986). The extent to which leaders provide support, clarity, trust, and autonomy (Demerouti & Bakker, 2017; Hackman & Oldham, 1976)

There are 3 questions for Job Satisfaction developed by (Spector, 1985) which is the JSS survey and the Minnesota satisfaction questionnaire MSQ (Weiss et al., 1967). It captures both intrinsic (nature of work, autonomy) and extrinsic (pay, benefits, and supervision) aspects.

There are 4 questions for Career Satisfaction developed by (Greenhaus et al., 1990) which evaluates employees' perception of career progress, advancement opportunities, and alignment with personal career goals.

While 8 questions for work-life balance developed by (Haar, J. M. 2013) and the Work-Family Conflict and Family-Work Conflict Scale (Netemeyer, R. G., Boles, J. S., & McMurrian, R. 1996).

The items assess the degree to which work demands interfere with personal life and vice versa. The survey was carried out and distributed to at least 83 participants. The data received was exported to the SPSS (Statistical Package of Social Science) application, which was used for additional computations and analysis.

In the following sections, we will review the theoretical underpinnings of the questionnaire selection process and gain additional knowledge about the questionnaire's structure. The items in a validated questionnaire have undergone extensive testing to guarantee that they consistently assess the specified constructs. This ensures the survey's reliability or that it will produce consistent results.

By employing a pre-validated instrument, the researcher may be sure that the survey accurately measures the desired construct (e.g., work environment, job satisfaction, and work-life balance). This helps to measure what it is designed to assess. Additionally, as previously shown to be a reliable tool in earlier research, it will save time and effort compared to verifying the construct from scratch. Developing and validating a new survey is time-consuming. However, using an already-validated questionnaire speeds up the research process and allows the researchers to focus on data collection and analysis instead of instrument development. Pre-validated surveys are often tested for clarity, concise language, reducing ambiguity, and improving response accuracy.

The initial set of inquiries pertains to the social and demographic information of the survey respondents: the following categories are gender, age, education, occupation, work experience, work environment, and location.

Work Environment utilizes a set of 5 questions on how employees focus on the physical environment with their specific roles and tasks. The questionnaire evaluates three aspects of the employee work environment. These aspects encompass two items that promote leadership style, two that promote organizational culture and job security, and one from interpersonal relationships (Demerouti & Bakker, 2017; Hackman & Oldham, 1976)

It consists of 5 statements, which are assessed using responses ranging from 1 to 5 (from 1= "Strongly agree," 2= "Agree," 3= "Neutral," 4= "Somewhat Agree," and 5= "Disagree" so that it aligns with the 5-point Likert scale, using a 5-point Likert scale.

Table 3: Work Environment Scale.

Dimensions	Questions	Cronbach Alpha Score
<ul style="list-style-type: none"> • Leadership style • Organizational • Culture and Job security. • Interpersonal Relationship. • Autonomy. 	<ol style="list-style-type: none"> 1. My supervisor supports my development at work. 2. My organization promotes values I agree with. 3. I feel confident in the stability of my job. 4. I have a positive relationship with my colleagues. 5. I can decide on how to complete my task at work. 	.936

Source: Author

Job Satisfaction utilizes a set of 3 questions on how employees focus on intrinsic and extrinsic job satisfaction with their specific roles and tasks. The questionnaire evaluates two aspects of employee satisfaction. These aspects encompass three items that promote inherent job satisfaction and two that promote extrinsic job satisfaction. (Spector, 1997; Weiss et al., 1967).

It consists of 3 statements, which are assessed using responses ranging from 1 to 5 (from 1= "Strongly agree," 2= "Agree," 3= "Neutral," 4= "Somewhat Agree," and 5= "Disagree" so that it aligns with the 5-point Likert scale, using a 5-point Likert scale.

Table 4: Job Satisfaction Scale.

Dimensions	Questions	Cronbach Alpha Score
<ul style="list-style-type: none"> • Intrinsic Job Satisfaction (Job Role & Growth) • Extrinsic Job Satisfaction (External Reward & Management) 	1. I enjoy my job and find it meaningful. 2. I feel motivated to perform well in my job. 3. My job meets my expectations for professional growth.	.316

Source: Author

The career satisfaction scale utilizes a set of 4 questions on employee satisfaction with career progression roles and future career products. According to this research, employee career satisfaction involves two fundamental aspects: career satisfaction and career opportunities development. The questionnaire assesses two dimensions of employee career satisfaction. This dimension includes three satisfactions with career satisfaction questions and two from career opportunities development (Greenhaus et al., 1990)

It consists of 4 statements, which are assessed using responses ranging from 1 to 5 (from 1= "Strongly agree," 2= "Agree," 3= "Neutral," 4= "Somewhat Agree," and 5= "Disagree" so that it aligns with the 5-point Likert scale, using a 5-point Likert scale

Table 5: Career Satisfaction Scale.

Dimensions	Questions	Cronbach Alpha Score
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<ul style="list-style-type: none"> • Career Progression. • Career Opportunities 	1. I am satisfied with my career progression so far. 2. My career aligns with my long-term goals. 3. I feel positive about my career growth opportunities. 4. I am developing the skills necessary for future career success.	.220
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Source: Author

The work-life balance scale utilizes a set of 8 questions to assess the degree to which work demands interfere with personal life (Netemeyer, R. G., Boles, J. S., & McMurrian, R. 1996), (Haar, J. M. (2013).

It consists of 8 statements, which are assessed using responses ranging from 1 to 5 (from 1= "Strongly agree," 2= "Agree," 3= "Neutral," 4= "Somewhat Agree," and 5= "Disagree" so that it aligns with the 5-point Likert scale, using a 5-point Likert scale.

Table 6: Work-Life Balance Scale.

Dimensions	Questions	Cronbach Alpha Score
<ul style="list-style-type: none"> • Work Demands. 	1. My job allows me to maintain a balance between work and personal life. 2. I have flexibility in managing my work schedule. 3. My organization supports employees in achieving work-life balance. 4. I can maintain a healthy balance between work and personal life. 5. My job allows me enough time for family and social activities. 6. I rarely work beyond my working hours. 7. I feel that work demands do not negatively affect my personal relationship. 8. My employer supports employee in achieving a work-life balance.	.683

Source: Author

2.7 Sample Population and Size

The survey was administered to participants to collect quantitative data. Managers and employees who engage in intellectual pursuits were invited to participate in the study. There were no constraints or limitations regarding the participants' age, gender, or educational background. The survey was conducted and made accessible to the whole public. The questionnaire was anonymous and solely utilized for research objectives.

The statistical quantitative survey was conducted online using the Google form platforms ([Link](#)). The participants were also instructed to share the material with their colleagues or with individuals who work in different companies, specifically within exclusive groups and among acquaintances. The data collected will be processed anonymously during analysis, kept until the task is finished, and then deleted.

3. EMPIRICAL ANALYSIS OF THE IMPACT OF WORK ENVIRONMENT ON CAREER SATISFACTION

3.1 Review of demographic and social data of study participants

Analyzing the demographic and social data of the survey respondents, the distribution by gender shows that a greater proportion of participants were female, comprising 61.4% (n = 51) of the total respondents, while males accounted for 38.6% (n = 32). Regarding age distribution, the majority of respondents were between the ages of 25 and 34 years, making up 48.2% (n = 40) of the sample. This was closely followed by those aged 35 to 44, who represented 45.8% (n = 38). Participants aged 45 to 54 comprised a smaller portion of the sample, accounting for 6.0% (n = 5). In terms of educational attainment, a significant majority of respondents held a Master's degree (56.6%, n = 47), followed by those with a Bachelor's degree (41.0%, n = 34), while only 2.4% (n = 2) reported having a Doctorate. Job position data indicated that the largest participants were experts or specialists, representing 35.7% (n = 15), followed by qualified employees and middle managers, each comprising 28.6% (n = 13 and n = 12, respectively). Only 4.8% (n = 2) of respondents held top-level executive positions. Regarding industry representation, the banking sector was the most prominent, accounting for 44.6% (n = 37) of respondents, followed by university administrative staff at 24.1% (n = 20). Academic staff made up 15.7% (n = 13), while the telecommunications sector contributed 14.5% (n = 12), and the pharmaceutical industry had the least representation with 1.2% (n = 1). The distribution of respondents across these demographic categories is summarized in Table 7 below.

Table 7: Demographic characteristics

Variable (N = 83)	Frequency	Percentage
Gender		
Male	32	38.6
Female	51	61.4
Age		
25 - 34	40	48.2
35 - 44	38	45.8
45 - 54	5	6.0

Education

Bachelor's Degree	34	41.0
Doctorate	2	2.4
Master's Degree	47	56.6
Position		
Top level executives	2	4.8
Middle managers	12	28.6
Experts, specialists	15	35.7
Qualified employee	13	28.6
Industry		
Banking	37	44.6
Pharmacist	1	1.2
Telecommunications	12	14.5
University (Academic Staff)	13	15.7
University (Administrative Staff)	20	24.1

Source: Author

3.2 Analysis of the Impact of Work Environment on Career Satisfaction

3.2.1. Construct validity and reliability

Internal consistency is measured using the Cronbach's alpha. The reliability analysis of the constructs using Cronbach's alpha reveals mixed internal consistency across the four scales. The Work Environment Scale demonstrates excellent reliability, with a Cronbach's alpha of 0.936, indicating a high level of internal consistency among its five items. This suggests that the items effectively measure a single underlying construct related to work environment perceptions. In contrast, the Job Satisfaction and Career Satisfaction Scale show very low reliability, with Cronbach's alpha values of 0.316 and 0.220, respectively. These scores fall well below the commonly accepted threshold of 0.7, suggesting that the items within each construct may not be well-aligned or insufficient in capturing the complexity of job and career satisfaction. This could be due to poor item formulation, a limited number of items (only 3 and 4, respectively), or

conceptual overlap. The Work-Life Balance Scale, consisting of 8 items, yields a Cronbach's alpha of 0.638, which is considered moderate but below the acceptable threshold, indicating that some items may not be strongly correlated with the overall construct. These findings suggest a need for item refinement or possible revalidation of the Job Satisfaction and Career Satisfaction scales to ensure better internal consistency. These results are summarized in Table 8 below:

Table 8: Construct reliability

Variable (N = 83)		
Constructs	Cronbach's Alpha	No of Items
Work Environment Scale (Table 3)	.936	5
Job Satisfaction Scale (Table 4)	.316	3
Career Satisfaction Scale (Table 5)	.220	4
Work-Life Balance Scale (Table 6)	.638	8

Source: Author

3.2.2 KMO & Bartlett's Test of Sphericity - Factor Analysis

To assess the suitability of the data for factor analysis, both the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were examined. The KMO value was 0.672, which exceeds the minimum acceptable threshold of 0.60, indicating that the sample is moderately adequate and that the patterns of correlations are compact enough to yield distinct and reliable factors. According to Kaiser's criteria, a KMO value between 0.6 and 0.7 is considered mediocre but still acceptable for factor analysis. Additionally, Bartlett's Test of Sphericity was highly significant ($\chi^2(171) = 853.995$, $p < .001$), confirming that the correlation matrix is not an identity matrix and that there are significant relationships among the variables. These findings suggest that the dataset is appropriate for exploratory factor analysis and that the variables share sufficient common variance to justify further dimensionality reduction procedures. The KMO and Bartlett's Test and Total Variance results are summarized in Tables 9 and 10 below.

Table 9: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.672
Bartlett's Test of Sphericity	Approx. Chi-Square	853.995
	df	171
	Sig.	<.001

Source: Author

Table 10: Total Variance

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.755	25.024	25.024	4.755	25.024	25.024
2	2.937	15.460	40.484	2.937	15.460	40.484
3	2.049	10.783	51.268	2.049	10.783	51.268
4	1.352	7.117	58.385	1.352	7.117	58.385
5	1.160	6.104	64.489	1.160	6.104	64.489
6	.988	5.199	69.689			
7	.932	4.906	74.595			
8	.837	4.404	78.999			
9	.747	3.932	82.930			
10	.618	3.250	86.181			
11	.581	3.056	89.237			
12	.493	2.597	91.834			
13	.446	2.349	94.183			
14	.308	1.622	95.805			
15	.298	1.567	97.372			
16	.220	1.159	98.530			
17	.176	.927	99.458			
18	.085	.448	99.906			
19	.018	.094	100.000			
Extraction Method: Principal Component Analysis.						

Source: Author

Note: The first variable, "My_supervisor_supports_my_development_at_work," was excluded from the analysis because it had homogenous values of 1, which produced zero variance. Its inclusion could have inhibited the calculation of other statistics.

3.2.2. Descriptive Statistics and Correlations Among Variables

Tables 11 and 12 show the findings from the correlation and descriptive analyses.

Table 11: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment Scale	83	1	2	1.38	.397
Job Satisfaction Scale	83	1.00	2.33	1.4859	.36552
Career Satisfaction Scale	83	1.00	2.25	1.4127	.28806
Work-Life Balance Scale	83	1.00	2.25	1.4337	.28780
Valid N (listwise)	83				

Source: Author

Table 12: Correlations Among Variables

Correlations					
		Work Environment Scale	Job Satisfaction Scale	Career Satisfaction Scale	Work-Life Balance Scale
Work Environment Scale	Pearson Correlation	1			
	Sig. (2-tailed)				
Job Satisfaction Scale	Pearson Correlation	-.187	1		
	Sig. (2-tailed)	.090			
Career Satisfaction Scale	Pearson Correlation	-.301**	.427**	1	
	Sig. (2-tailed)	.006	<.001		
Work-Life Balance Scale	Pearson Correlation	-.404**	.532**	.421**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Author

On the 5-point Likert scale used (where 1 = "Strongly Agree" or "Very Satisfied"), the means being close to 1 for all variables indicates a generally positive perception across all four constructs. The low standard deviations suggest a high consensus among respondents, as shown in Table 13 of the analysis.

Table 13: Interpretation of Descriptive Analysis

Variable	Mean	Std. Deviation	Interpretation
Work Environment Scale	1.38	0.397	Indicates high agreement (closer to 1 = "Strongly Agree"). Respondents perceive the work environment positively.
Job Satisfaction Scale	1.49	0.366	Also suggests a generally high level of satisfaction, though slightly more variation than work environment.
Career Satisfaction Scale	1.41	0.288	Indicates a high level of satisfaction with career progress, with lower variance.
Work-Life Balance Scale	1.43	0.288	Suggests that respondents generally feel they have a good work-life balance.

Source: Author

On the other hand, the negative correlations between Work Environment and other variables suggest either reverse scoring or possible issues with scale alignment. If “1 = Strongly Agree” (positive sentiment), then negative correlations mean that as Work Environment scores get more positive (closer to 1), Career Satisfaction scores increase (closer to 1), which would support a positive relationship as shown in Table 14 below:

Table 14: Interpretation of Pearson findings

Correlation Pair	Pearson r	Sig. (p-value)	Interpretation
Work Environment – Job Satisfaction	-0.187	0.090	Weak and non-significant negative correlation. Contrary to H1, this does not support a positive relationship.
Work Environment – Career Satisfaction	-0.301**	0.006	Moderate, significant negative correlation. Suggests that better work environment ratings are linked to lower career satisfaction, which is counterintuitive.
Work Environment – Work-Life Balance	-0.404**	<0.001	Strong, significant negative correlation. Again, unexpected and suggests issues in scale interpretation or direction.
Job Satisfaction – Career Satisfaction	0.427**	<0.001	Moderate positive and significant correlation. Supports H2 – higher job satisfaction is linked to greater career satisfaction.
Job Satisfaction – Work-Life Balance	0.532**	<0.001	Strong positive and significant correlation. Indicates that job satisfaction increases with better work-life balance.
Career Satisfaction – Work-Life Balance	0.421**	<0.001	Moderate positive and significant correlation, supporting theoretical expectations.

Source: Author

Note: SPSS treats lower scores as lower values unless the items are reverse-coded. If not properly aligned, this could invert the apparent direction of the relationship.

3.3 Analysis of the Impact of Work Environment on Career Satisfaction

From the definition of the scope and aim of this study, the goal is to investigate the impact of the work environment on career satisfaction. It seeks to identify and analyze key workplace factors such as leadership style, organizational culture, job security, teamwork, and work-life balance that influence employees' perceptions of career satisfaction. To understand these factors, the variables Work Environment, Job Satisfaction, Career Satisfaction, and Work-Life Balance were defined and measured using the predefined questionnaire questions with twenty categories under each variable.

- **H1: Work Environment positively influences Job Satisfaction**

After performing a simple linear regression analysis between job satisfaction (DV) and work environment (IV), the regression analysis results show that the relationship between Work Environment and Job Satisfaction is not statistically significant at the 0.05 level ($F(1, 81) = 2.946$, $p = 0.090$). Although the model explains some variance in job satisfaction ($R^2 \approx 0.035$), the p-value greater than 0.05 suggests that the effect of the work environment on job satisfaction is not strong enough to be considered significant in this sample. Therefore, this regression result does not support Hypothesis 1 (H1), which states that a positive work environment significantly influences job satisfaction.

Table 15 : Linear regression on the relationship between Work Environment and Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.384	1	.384	2.946	.090 ^b
	Residual	10.571	81	.131		
	Total	10.956	82			
a. Dependent Variable: Job Satisfaction Scale						
b. Predictors: (Constant), Work Environment Scale						

Source: Author

- **H2: Job Satisfaction positively influences Career Satisfaction**

The regression results for H2: Job Satisfaction positively influences Career Satisfaction show a statistically significant relationship ($F(1, 81) = 18.098, p < .001$). This means that Job Satisfaction significantly predicts Career Satisfaction in your sample. The model explains a meaningful portion of the variance in career satisfaction ($R^2 \approx 0.183$), indicating that job satisfaction can account for about 18.3% of the variation in career satisfaction. Therefore, H2 is supported, and you can conclude that higher job satisfaction is associated with higher career satisfaction.

Table 16: Linear regression showing the relationship between Job Satisfaction and Career Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.243	1	1.243	18.098	<.001 ^b
	Residual	5.562	81	.069		
	Total	6.804	82			
a. Dependent Variable: Career Satisfaction Scale						
b. Predictors: (Constant), Job Satisfaction Scale						

Source: Author

- **H3: Job Satisfaction mediates the relationship between Work Environment and Career Satisfaction**

The regression results for H3: Job Satisfaction mediates the relationship between Work Environment and Career Satisfaction indicate the following. First, the effect of Work Environment on Job Satisfaction is not significant ($B = -0.059, p = 0.544$), meaning there is no direct predictive relationship between work environment and job satisfaction in this model. Also, the effect of Career Satisfaction on Job Satisfaction is significant and positive ($B = 0.518, p < .001$), indicating that career satisfaction strongly predicts job satisfaction. These results suggest that Work Environment does not significantly influence Job Satisfaction when Career Satisfaction is included in the model. Since Work Environment is also not a significant predictor of Job Satisfaction in your earlier H1 test, no evidence supports mediation. For mediation to be established (according to Baron & Kenny, 1986), the independent variable (Work Environment) must significantly affect the mediator (Job Satisfaction), which is not the case here. Therefore, H3 is not supported as shown in Table 17.

Table 17: Linear regression showing the impact of Job Satisfaction and how it mediates the relationship between Work Environment and Career Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.836	.266		3.148	.002
	Work Environment Scale	-.059	.097	-.064	-.609	.544
	Career Satisfaction Scale	.518	.134	.408	3.857	<.001
a. Dependent Variable: Job Satisfaction Scale						

Source: Author

- **H4: Work-life Balance moderates the relationship between Job Satisfaction and Career Satisfaction.**

The regression results for the H4 model, testing whether Work-Life Balance moderates the relationship between Job Satisfaction and Career Satisfaction, show that the model is not statistically significant ($F(1, 81) = 1.187, p = .279$). This indicates that the interaction term (Job Satisfaction \times Work-Life Balance) does not significantly predict Career Satisfaction, and therefore, no moderation effect is present. In other words, the impact of job satisfaction on career satisfaction does not change substantially depending on levels of work-life balance. As a result, H4 is not supported based on this analysis.

Table 18: Linear regression shows how Work-life Balance moderates the relationship between Job and Career Satisfaction.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.098	1	.098	1.187	.279 ^b
	Residual	6.706	81	.083		
	Total	6.804	82			
a. Dependent Variable: Career Satisfaction Scale						
b. Predictors: (Constant), Job Satisfaction, Work-Life Balance						

This study examined the impact of the work environment on career satisfaction, considering the mediating role of job satisfaction and the moderating role of work-life balance. Four hypotheses were tested using regression analysis.

Firstly, Hypothesis 1 (H1), which proposed that a positive work environment would significantly influence job satisfaction, was not supported. Although the work environment was perceived positively by participants, the regression results showed no statistically significant relationship between work environment and job satisfaction ($p = .090$). This unexpected finding suggests that other unmeasured factors might influence job satisfaction more strongly in the Nigerian context, or that the measurement scale used did not adequately capture all relevant aspects of the work environment.

Hypothesis 2 (H2), which posited that job satisfaction positively influences career satisfaction, was strongly supported ($p < .001$). This confirms a direct and meaningful relationship between employees' day-to-day job experiences and their long-term career outlooks. It implies that enhancing job satisfaction—through meaningful work, growth opportunities, and recognition—can significantly improve how employees perceive their career progression and fulfillment.

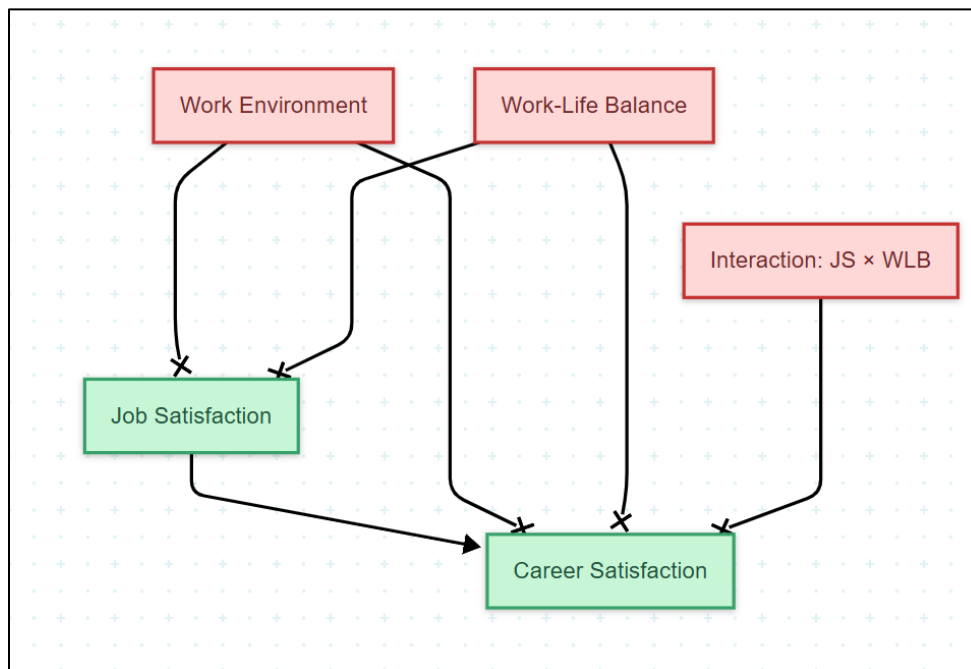
For Hypothesis 3 (H3), which proposed that job satisfaction mediates the relationship between work environment and career satisfaction, the results did not support mediation. Initial regression analysis showed that work environment did not significantly predict job satisfaction, which is a necessary condition for mediation. Even though job satisfaction was related to career satisfaction, the indirect path through job satisfaction was not supported, indicating that the influence of the work environment on career satisfaction may not operate through job satisfaction as previously assumed.

Hypothesis 4 (H4), which hypothesized that work-life balance moderates the relationship between job satisfaction and career satisfaction, was also not supported ($p = .279$). The interaction effect between job satisfaction and work-life balance did not significantly predict career satisfaction. This suggests that, in this sample, the impact of job satisfaction on career satisfaction does not vary significantly based on the level of work-life balance perceived by employees.

While the direct link between job satisfaction and career satisfaction was affirmed, other hypothesized pathways and interactions involving the work environment and work-life balance

were not statistically supported. These findings highlight the complexity of employee satisfaction dynamics and underscore the importance of re-evaluating conceptual models in light of empirical evidence. Future research may benefit from refining measurement tools, expanding sample sizes, or considering additional mediators or contextual variables. Based on the accumulated results, the final theoretical model of the impact of the work environment on career satisfaction was developed.

Figure 2: Theoretical model of the impact of the work environment on career satisfaction



Source: Author

Notes: Arrows with ---> represent supported paths.
 Arrows with ---x represent non-significant/unsupported relationships.
 JSxWLB represents the interaction term used to test moderation in H4.

CONCLUSION AND RECOMMENDATIONS

Following the review of relevant scientific literature and analysis of empirical data, several key conclusions emerged concerning the impact of work environment variables on career satisfaction among employees in Nigerian organizations:

- 1) The literature review established that workplace characteristics such as leadership support, job security, interpersonal relationships, and organizational culture are significant determinants of employee well-being and motivation. These factors collectively form the work environment, essential in shaping an employee's experience and long-term career satisfaction. Career satisfaction, in turn, is influenced by multiple psychological and environmental elements, including job fulfillment, perceived opportunities for growth, and alignment with personal goals. Empirical research supports that work-related attitudes are often rooted in these contextual and interpersonal dynamics.
- 2) Four key variables were explored in this study: work environment, job satisfaction, career satisfaction, and work-life balance. While job satisfaction demonstrated a strong and statistically significant influence on career satisfaction (supporting H2), the impact of the work environment on job satisfaction (H1) and the mediation and moderation effects tested in H3 and H4 were not statistically supported. This suggests that while employees value a good work environment, it may not directly translate into satisfaction or long-term career fulfillment without other mediating factors. Moreover, the proposed moderating role of work-life balance on the relationship between job and career satisfaction was not statistically significant in this study.
- 3) The study's regression and correlation analyses revealed that the only statistically significant direct relationship was between job and career satisfaction. The strength of this relationship reinforces the idea that how employees perceive their day-to-day job responsibilities and workplace dynamics plays a crucial role in evaluating their broader career development. Other paths in the conceptual model, such as the work environment directly influencing job satisfaction or job satisfaction mediating the work environment--career satisfaction link, did not yield significant results and require further investigation.
- 4) Based on the empirical findings, a revised conceptual model was constructed, emphasizing job satisfaction as a central driver of career satisfaction while highlighting that other

workplace elements may interact in more complex, indirect ways. It was also observed that employees who perceive their work as meaningful and aligned with their goals report higher satisfaction with their overall career progress. However, the work environment's role appears more nuanced and may depend on individual interpretations, job types, and sector-specific conditions.

- 5) Consequently, a redefined model of employee career satisfaction has been developed based on the combination of empirical data and scientific theory. This model recognizes job satisfaction as a fundamental pathway to long-term career fulfillment, supported by positive work-life balance and contextualized by the broader work environment. Although not all hypothesized links were confirmed, the results provide valuable insights into how career satisfaction is shaped by daily work experiences and psychological perceptions rather than structural conditions alone.

Based on these results, the following suggestions are presented:

- Organizations should invest in strategies that increase employee job satisfaction, such as task autonomy, recognition, and opportunities for skill development.
- Managers should create supportive environments considering individual goals and career trajectories, especially among younger and mid-career professionals.
- Although the work environment did not directly affect job satisfaction, improving physical and psychological workplace conditions remains vital to sustaining motivation and reducing burnout.
- Work-life balance, while not found to moderate relationships in this study, remains an essential aspect of employee well-being and should be addressed through flexible scheduling, wellness programs, and supportive leadership.

Future research should explore sectoral differences in work environment impact and extend the model with qualitative studies or longitudinal data. Additionally, improving the reliability of measurement tools for job and career satisfaction, primarily through better item construction and scale validation, is recommended. Expanding the sample size beyond 83 participants and ensuring diverse organizational representation would also provide broader generalizability and enhance the robustness of future findings.

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APPENDICES

Appendix 1. Questionnaire for the research

1. Age

- ☐ Under 25
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 - 54
- ☐ Above 54

2. Gender

- ☐ Male
- ☐ Female

3. Educational Level

- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate

4. Position

- ☐ Top level executives
- ☐ Middle managers
- ☐ Experts, specialists
- ☐ Qualified employee

5. Industry

- ☐ Banking
- ☐ Pharmacist
- ☐ Telecommunications
- ☐ University (Academic Staff)
- ☐ University (Administrative Staff)

6. Questions

	Strongly agree	Agree	Neutral	Somewhat Agree	Disagree
1. My supervisor supports my development at work.					
2. My organization promotes values I agree with.					
3. I feel confident in the stability of my job.					
4. I have a positive relationship with my colleagues.					
5 I can decide on how to complete my task at work					
6 I enjoy my job and find it meaningful.					
7 I feel motivated to perform well in my job.					
8 My job meets my expectations for professional growth.					

9. I am satisfied with my career progression so far.					
10. My career aligns with my long-term goals.					
11. I feel positive about my career growth opportunities.					
12 I am developing the skills necessary for future career success.					
13 My job allows me to maintain a balance between work and personal life.					
14 I have flexibility in managing my work schedule.					
15 My organization supports employees in achieving work-life balance.					
16 I can maintain a healthy balance between work and personal life.					
17 My job allows me enough time for family and social activities.					
18 I rarely work beyond my working hours.					
19. I feel that work demands do not negatively affect my personal relationship.					
20. My employer supports employee in achieving a work-life balance					