



***Assessing the Role of the Work Environment in Enhancing Employee Job Satisfaction:
Insights from a Local Government Organization in Indonesia***

Nur Syifa Aulia Hasna¹, Ikhwani Ratna^{2*}, Najima³
Universitas Islam Negeri Sultan Syarif Kasim Riau, Indonesia^{1,2}
Arkalyk State Pedagogical Institute, Kazakhstan³
ikhwani.ratna@uin-suska.ac.id²

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ABSTRACT

This study is motivated by work environment problems in the Regional Secretariat General Administration Assistant Section of Indragiri Hilir Regency, including limited facilities, suboptimal workspace conditions, and relationship dynamics affecting employee job satisfaction. The study aims to analyze the effect of the work environment on employee job satisfaction. A quantitative survey method was applied. Data were collected through questionnaires from 65 respondents, supported by interviews, observation, and documentation. Analysis techniques included validity and reliability tests, simple linear regression, coefficient of determination, and t-test. Results indicate that the work environment has a positive and significant effect on employee job satisfaction. Comfortable workplaces, harmonious relationships, effective communication, and adequate facilities improve job satisfaction. Although some facility limitations remain, the overall work environment is categorized as good and supports employee performance. The conclusion shows that a better work environment increases employee job satisfaction in the institution. These findings highlight the importance of improving workplace conditions to enhance organizational effectiveness and employee satisfaction levels.

Keywords : *Work Environment, Job Satisfaction, Employees*

1. Introduction

Employee job satisfaction has become one of the most important issues in contemporary human resource management because it directly influences employee performance, organizational commitment, productivity, and overall organizational effectiveness. In an increasingly competitive and dynamic environment, organizations are expected not only to achieve operational targets but also to create working conditions that support employee well-being and satisfaction. Previous studies have consistently demonstrated that satisfied employees tend to exhibit higher motivation, stronger organizational commitment, lower turnover intentions, and better job performance (Saari & Judge, 2004; Judge et al., 2001; Warr, 2007). Consequently, understanding the factors that contribute to job satisfaction remains a critical concern for both scholars and practitioners.

Among the various determinants of job satisfaction, the work environment has received considerable attention in organizational and management research. The work environment encompasses both physical and non-physical conditions surrounding employees while performing their duties, including workplace facilities, lighting, temperature, safety, communication, interpersonal relationships, and organizational climate (McCoy & Evans, 2005; Parker et al., 2003). A supportive work environment creates comfort and security, enabling employees to

perform their tasks effectively and efficiently. Conversely, poor workplace conditions may lead to stress, dissatisfaction, and decreased productivity (Roelofsen, 2002; Chandrasekar, 2011).

Numerous studies have reported a positive relationship between work environment and employee outcomes. Research conducted by Bakotić and Babić (2013) found that favorable working conditions significantly improve employee job satisfaction. Similarly, Raziq and Maulabakhsh (2015) revealed that workplace conditions play a crucial role in shaping employees' satisfaction levels. Other studies have also shown that physical workplace quality influences employee productivity and organizational performance (Leblebici, 2012; Al-Omari & Okasheh, 2017). Furthermore, Danielsson and Bodin (2008) emphasized that workplace design contributes to employee well-being and satisfaction, while Lee et al. (2015) and Lu et al. (2012) highlighted the importance of quality work environments in fostering employee retention and positive work attitudes.

Within the public sector context, several studies have confirmed the importance of work environment factors in determining employee satisfaction. Mafini and Pooe (2013) reported that employee satisfaction contributes significantly to organizational performance in government institutions. Likewise, Indonesian studies have demonstrated that both physical and non-physical work environments positively influence job satisfaction among employees and civil servants (Rahmawati & Prasetya, 2017; Astuti & Iverizkinawati, 2018; Sari & Susilo, 2018; Putra & Suwandana, 2019; Wibowo & Putra, 2020; Hidayat, 2021; Pratama & Surya, 2021; Yuliana & Kurniawan, 2022; Fitriani & Harahap, 2023). These findings indicate that workplace conditions remain an important determinant of employee attitudes and behavior across different organizational settings.

Although previous studies have generally established a positive relationship between work environment and job satisfaction, several research gaps remain. First, most previous studies have focused on private-sector organizations, manufacturing industries, educational institutions, and healthcare settings, while empirical evidence from local government organizations in Indonesia remains relatively limited. Second, existing studies often examine broader organizational contexts without specifically addressing administrative government units that face unique challenges related to public service delivery, bureaucratic structures, and resource constraints. Third, empirical findings regarding the magnitude of the work environment's contribution to job satisfaction vary considerably across organizational contexts, suggesting the need for further investigation in different institutional settings. Therefore, additional empirical evidence is necessary to enrich the understanding of how workplace conditions influence employee satisfaction in local government organizations.

The Regional Secretariat of Indragiri Hilir Regency, particularly the General Administration Assistant Division, represents an important governmental unit responsible for supporting administrative and operational functions within the local government. However, preliminary observations indicate several workplace issues that may affect employee satisfaction. Data concerning Regional Government Assets (BMD) show a substantial decline in the availability of work facilities from 78 units across 15 equipment categories in 2023 to only 27 units across three equipment categories in 2025. Such reductions potentially affect employees' comfort and effectiveness in performing their daily tasks. Work facilities such as computers, desks, chairs, printers, and air-conditioning systems constitute essential resources that support administrative activities. Inadequate or deteriorating facilities may create obstacles to work performance and reduce employee satisfaction.

In addition, preliminary interviews with employees revealed several concerns related to workplace conditions, including limited facilities, less-than-optimal workspace arrangements, and communication barriers among employees. These conditions may hinder concentration, reduce work efficiency, and negatively affect employees' perceptions of their work environment. Given the strategic role of human resources in achieving organizational objectives, understanding

how workplace conditions influence employee job satisfaction is crucial for improving organizational effectiveness within public institutions.

This study is important because it provides empirical evidence regarding the role of work environment factors in shaping employee job satisfaction within a local government context, an area that remains underexplored in the Indonesian public sector literature. The findings are expected to contribute to the development of human resource management practices in government institutions and provide recommendations for improving workplace conditions that support employee well-being and organizational performance.

Therefore, the objective of this study is to examine the effect of the work environment on employee job satisfaction among employees of the General Administration Assistant Division of the Regional Secretariat of Indragiri Hilir Regency. The novelty of this study lies in its focus on a local government administrative unit experiencing significant changes in workplace facilities and organizational conditions, thereby providing contextual evidence regarding the relationship between work environment and employee job satisfaction in the Indonesian public sector.

3. Research Methods

This study employed a quantitative approach using a survey method to analyze the effect of the work environment on employee job satisfaction at the Assistant for General Administration Division of the Regional Secretariat of Indragiri Hilir Regency. Research data were collected through the distribution of questionnaires to selected respondents and were supported by observations, preliminary interviews, and documentation. Primary data were obtained directly from respondents through questionnaires and field observations, while secondary data were gathered from institutional documents, scientific journals, books, and other relevant literature.

The population of this study consisted of all employees working in the division, totaling 65 individuals. The sampling technique used was saturated sampling (census), meaning that the entire population was included as the research sample. Data analysis techniques included descriptive analysis, validity testing, reliability testing, and simple linear regression analysis using the Statistical Package for the Social Sciences (SPSS) software.

Descriptive analysis was used to describe the characteristics of respondents and research variables, while validity and reliability tests were conducted to ensure that the research instruments were appropriate and consistent for data collection. Furthermore, simple linear regression analysis was applied to determine the magnitude of the influence of the work environment variable (X) on job satisfaction (Y).

Variable measurement was conducted using a five-point Likert scale ranging from “strongly agree” to “strongly disagree,” with scores ranging from 5 to 1. The results of this analysis are expected to provide a clear understanding of the relationship between the variables studied in a statistical and objective manner.

4. Results and Discussions

This study utilized primary data obtained through the distribution of questionnaires to 65 respondents working in the Assistant for General Administration Division of the Regional Secretariat of Indragiri Hilir Regency. The collected data were analyzed to determine the effect of the work environment on employee job satisfaction. The results of this study include respondent characteristics analysis, descriptive analysis of research variables, instrument testing, and hypothesis testing using simple linear regression.

a. Respondent Characteristics Analysis

The characteristics of respondents in this study include gender, age, and educational background. Based on gender, the majority of respondents were male, accounting for 37

individuals (57%), while female respondents totaled 28 individuals (43%). This indicates that male employees still dominate the workforce structure within the institution, although the difference is not particularly significant.

Based on age, respondents were predominantly in the 34–40 years age group, consisting of 29 individuals (45%), followed by those aged 41–47 years with 19 individuals (29%), 27–33 years with 15 individuals (23%), and 20–26 years with 2 individuals (3%). These data indicate that most employees are within a productive age range and possess substantial work experience, which generally contributes to greater job stability and adaptability to the work environment.

Based on educational level, the majority of respondents held a Bachelor's degree (S1), totaling 44 individuals (68%), followed by Senior High School graduates with 15 individuals (23%), Master's degree holders (S2) with 5 individuals (8%), and Diploma graduates with 1 individual (2%). These findings suggest that the educational level of employees is relatively high, which is expected to support the effective implementation of governmental administrative duties.

b. Descriptive Analysis of Research Variables

Descriptive analysis was conducted to describe respondents' perceptions of the work environment and job satisfaction variables. The work environment variable was measured through several indicators, namely lighting, air temperature, noise levels, workplace safety, and interpersonal relationships among employees.

Regarding the lighting indicator, most respondents agreed that the lighting conditions in the workplace were adequate and did not interfere with their work. However, a small number of respondents expressed dissatisfaction, indicating a need for improvement in certain aspects of workplace lighting.

For the air temperature indicator, the majority of respondents agreed that the room temperature was relatively comfortable and did not disrupt work activities. This finding suggests that temperature control systems such as air conditioners adequately contribute to workplace comfort.

Regarding the noise indicator, the findings revealed varied responses. Some respondents considered the work environment comfortable due to minimal noise disturbances, while others reported being distracted by conversations among coworkers within the office. This indicates that greater attention should be given to discipline and noise management in the workplace.

For workplace safety, most respondents agreed that the work environment provided a sense of security, both in terms of facility protection and psychological comfort. This suggests that workplace safety conditions are relatively satisfactory.

Regarding interpersonal relationships, the results showed that most respondents perceived good and supportive working relationships among employees. Nevertheless, a small number of respondents reported potential conflicts or ineffective communication among coworkers.

c. Employee Job Satisfaction Analysis

The job satisfaction variable was measured through several indicators, namely salary level, leadership, supportive coworkers, supportive working conditions, and work facilities. Regarding salary level, most respondents stated that the salary received was appropriate for their workload and responsibilities. However, some respondents felt that their salaries were not fully aligned with their educational background or expectations.

For the leadership indicator, the majority of respondents agreed that supervisors provided adequate guidance and support in carrying out work tasks. This finding indicates that leadership functions within the organization are operating effectively.

Regarding supportive coworkers, most respondents felt that their colleagues provided assistance in completing work assignments. However, a small proportion of respondents perceived a lack of appreciation for individual rights within the workplace. For supportive working conditions, most respondents agreed that the work environment was safe, clean, and comfortable, and that their assigned duties were aligned with their educational background. This indicates compatibility between employees' competencies and job assignments. Regarding work facilities, most respondents stated that the available facilities adequately supported their work activities. Nevertheless, some shortcomings were identified, including suboptimal worship facilities and the need for renewal of certain work equipment.

d. Validity and Reliability Testing

The validity test results indicated that almost all statement items measuring the work environment and job satisfaction variables had calculated correlation values (r-count) greater than the critical value of r-table (0.2441), thereby confirming their validity. However, one item in the work environment variable (X5.1) was found to be invalid due to its negative correlation value and was therefore excluded from further analysis.

The reliability test results showed that the work environment variable had a Cronbach's Alpha value of 0.646, while the job satisfaction variable obtained a value of 0.606. Both values exceeded the minimum threshold of 0.60, indicating that the research instruments were reliable and suitable for measuring the study variables.

e. Hypothesis Testing (Simple Linear Regression and t-Test)

Simple linear regression analysis was conducted to determine the effect of the work environment on employee job satisfaction. The regression equation obtained is as follows:

$$Y = 38.584 + 0.090X$$

The constant value of 38.584 indicates that when the work environment variable is held constant, the level of job satisfaction remains at 38.584. The regression coefficient of 0.090 indicates that every one-unit increase in the work environment variable increases job satisfaction by 0.090 units. The positive coefficient signifies a positive relationship between the work environment and job satisfaction, meaning that improvements in the work environment are associated with higher levels of employee job satisfaction.

The t-test results showed a calculated t-value of 2.332 with a significance level of 0.023. Since the significance value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Therefore, it can be concluded that the work environment has a positive and significant effect on employee job satisfaction in the Assistant for General Administration Division of the Regional Secretariat of Indragiri Hilir Regency.

The correlation coefficient (R) value of 0.295 indicates a weak relationship between the work environment and job satisfaction variables. Meanwhile, the coefficient of determination (R Square) value of 0.087 indicates that the work environment contributes 8.7% to employee job satisfaction, while the remaining 91.3% is influenced by other factors not examined in this study.

Discussion

The results indicate that the work environment has a positive and significant effect on employee job satisfaction within the General Administration Assistant Division of the Regional Secretariat of Indragiri Hilir Regency. This finding suggests that improvements in workplace conditions contribute to higher levels of employee satisfaction. Both physical aspects, such as workplace facilities, lighting, temperature, and safety, and non-physical aspects, such as communication,

interpersonal relationships, and organizational climate, play important roles in shaping employees' perceptions of their work.

These findings are consistent with previous studies that identified the work environment as a key determinant of job satisfaction (Bakotić & Babić, 2013; Raziq & Maulabakhsh, 2015; Al-Omari & Okasheh, 2017). Research has shown that supportive workplace conditions improve employee comfort, motivation, productivity, and organizational performance (Chandrasekar, 2011; Leblebici, 2012; Roelofsen, 2002). Similarly, studies by Danielsson and Bodin (2008), Lee et al. (2015), and Lu et al. (2012) emphasized that a favorable work environment enhances employee well-being and job satisfaction.

The findings also support previous studies conducted in public-sector organizations. Mafini and Pooe (2013) found that employee satisfaction contributes to organizational effectiveness, while studies in Indonesia consistently reported positive relationships between work environment and job satisfaction (Rahmawati & Prasetya, 2017; Astuti & Iverizkinawati, 2018; Sari & Susilo, 2018; Putra & Suwandana, 2019; Wibowo & Putra, 2020; Hidayat, 2021; Pratama & Surya, 2021; Yuliana & Kurniawan, 2022; Fitriani & Harahap, 2023).

Interview findings revealed that employees generally perceived the workplace atmosphere as supportive, particularly regarding harmonious relationships among colleagues and supervisors. However, several challenges remain, especially concerning limited work facilities and equipment. This indicates that organizations should continue improving workplace infrastructure and maintaining positive interpersonal relationships to enhance employee satisfaction.

Although the work environment significantly influences job satisfaction, the coefficient of determination indicates that other factors also contribute to employee satisfaction. Previous studies suggest that leadership, compensation, motivation, and organizational culture may also affect job satisfaction (Judge et al., 2001; Saari & Judge, 2004). Therefore, efforts to improve employee satisfaction should not focus solely on workplace conditions but also consider broader human resource management practices.

Overall, the findings confirm that a supportive work environment is an important factor in promoting employee job satisfaction and organizational effectiveness. Therefore, public-sector organizations should continuously improve both physical and non-physical workplace conditions to support employee well-being and performance.

5. Conclusion

This study examined the effect of the work environment on employee job satisfaction within the General Administration Assistant Division of the Regional Secretariat of Indragiri Hilir Regency. The findings reveal that the work environment has a positive and significant influence on employee job satisfaction. Both physical aspects, including workplace facilities, safety, and comfort, and non-physical aspects, such as communication, interpersonal relationships, and organizational climate, contribute to employees' positive perceptions of their work.

The results indicate that a supportive work environment can enhance employee satisfaction and foster a more productive and effective workplace. Although the work environment significantly affects job satisfaction, the relatively low coefficient of determination suggests that other factors, such as leadership, compensation, motivation, and organizational culture, may also play important roles in shaping employee satisfaction.

This study contributes to the literature by providing empirical evidence from a local government institution in Indonesia, thereby enriching the understanding of workplace environment and job satisfaction in the public sector. Practically, the findings suggest that organizational leaders

should prioritize improvements in workplace facilities, working conditions, and interpersonal relationships to strengthen employee satisfaction and organizational effectiveness. Future studies are recommended to incorporate additional variables and broader organizational settings to obtain a more comprehensive understanding of the factors influencing employee job satisfaction.

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