The Impact Of Work Environment And Employee Satisfaction On Organizational Success With A Humanism In Management

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Article Info	ABSTRACT
	Employee dissatisfaction and turnover pose significant challenges in Indonesia, with nearly 7.2 million individuals unemployed as of February 2024. This research explores the factors causing job dissatisfaction and strategies to enhance employee well-being and satisfaction. The study emphasizes the importance of a humanistic management approach that prioritizes individual dignity and well-being in creating a conducive work environment. Categorized as descriptive research with a quantitative approach, this study employs non-probability sampling using the purposive sampling method, with a sample size of 20 individuals. The research also applies multiple linear regression analysis methods, with data processed using IBM SPSS version 26.0. The research findings indicate that job satisfaction (X1) significantly affects organizational success (Y) at Arromanis Corner Store Bandung, while the work environment (X2) does not have a significant impact on organizational success (Y). Therefore, it can be concluded that the variables of job satisfaction (X1) collectively and significantly influence organizational success (Y) at Arromanis Corner Store Bandung.
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INTRODUCTION

Based on data from Badan Pusat Statistik (BPS), the number of unemployed people in Indonesia reached almost 7.2 million people in February 2024 (Muhamad, 2024). One of the causes is that many employees resign due to several factors, such as the absence of work-life balance, no career path, working not in accordance with their educational background and having a military, paternalist and indifferent boss character. This is evident, in early October 2022, 17,623 respondents took part in a survey on the level of employee satisfaction with work. The survey results (Jobstreet, 2022) indicated that 73% of the employees were dissatisfied with their current jobs.

As many as 85% of respondents experience an imbalance between work and personal life, which has the potential to reduce employee well-being and performance. In second place, 60% of respondents felt there were no career path opportunities, resulting in a lack of motivation and commitment. Job mismatch with educational background affects 54% of employees, which can reduce individual and team performance. Lastly, 53% of respondents

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reported an authoritarian leadership style from superiors, which negatively impacts employee motivation and satisfaction. Companies need to pay attention to these issues to improve employee well-being and productivity.

In (Goldman Schuyler et al., 2021), Pirson and Lawrence in 2015 stated that humanistic management emphasises individual adaptation to the environment, not physical domination. They also emphasise that individual goals are not only about wealth, but also involve social aspects and environmental understanding. (Pirson, 2019) added that humanistic management prioritises individual dignity and social well-being, considering all individuals to have intrinsic value. According to (Dierksmeier, 2016) the humanistic focus on individual dignity is to create a more individualised environment, where humanistic management not only pays attention to respecting and protecting the dignity of all individuals, but also seeks to enhance the capabilities of each individual so as to achieve a life that is considered meaningful based on the values believed. Humanistic management develops a more inclusive approach to management by paying attention to the dignity and well-being of all individuals in the work environment (Warner, 2021).

When the work environment provides a sense of security, comfort and support, each individual can achieve optimal performance. This shows that the work environment has a direct impact on the engagement and productivity of each individual in carrying out their responsibilities to the organisation (Rizal Nabawi, 2023). As a result, the level of loyalty will increase, motivation is boosted and the level of satisfaction increases, resulting in increased efficiency and productivity in the organisation (Danish et al., 2013). Likewise, the opinion of (Manihuruk & Satria, 2020) states that a work environment that provides a sense of security and supportive, not only increases the optimal performance of employees, but also has a positive impact on engagement and productivity in carrying out responsibilities to the organisation. In particular, both physical and non-physical work environments have a vital influence on organisational success, as they are able to form the foundation for better employee well-being and ultimately result in increased overall organisational productivity (Sudibjo & Nasution, 2020).

In his book (Pullman, 2019) states that the success of a company depends not only on brand popularity and market growth, but also on its ability to attract and retain excellent and capable employees. Because it is a key factor in helping companies achieve goals and maintain their competitive advantage. According to Vayyavur (2015) in (Al-Romeedy, 2022), policy and technology development, investment in human resources, and innovative compensation systems can drive employee growth and overall organisational success. Furthermore, organisational success also plays a role in strengthening the company's resilience to changes in the work environment and addressing pressing challenges in the workplace, while encouraging passion and creating a work atmosphere that facilitates creative and innovative activities (Kumari, 2019).

According to Smith in 2020, learning about employee satisfaction is important because it provides insight into how employees perceive their work environment and its impact on organisational behaviour and performance. High employee satisfaction can reflect positive interactions between employees and the work environment, ultimately contributing to overall

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organisational productivity and outcomes (Ali & Anwar, 2021). Behaviours that support company success often emerge when employees feel motivated and committed to the organisation, and feel a high level of job satisfaction (Paais & Pattiruhu, 2020).

The urgency of this research lies in the pressing need to address the challenges faced by employees in the workplace, as revealed by various studies and data. The significant number of individuals who are unemployed in Indonesia, reaching nearly 7.2 million people in February 2024, emphasizes the importance of understanding and reducing the factors contributing to job dissatisfaction and employee turnover. Therefore, urgent attention is needed to investigate strategies and interventions that can effectively address the identified challenges and create a more conducive work environment. By prioritizing the well-being and satisfaction of employees, organizations can enhance their resilience, competitiveness, and ability to achieve long-term success.

METHODS

This research is categorised as descriptive research with a quantitative approach. Primary data was collected through a survey using an online questionnaire distributed through Google Form. The population of this study consisted of all 30 employees of Arromanis Corner Store Bandung. The sampling technique used was non-probability sampling with purposive sampling method, with the sample size set at 20 people. This research applies multiple linear regression analysis methods. To analyse the relationship between variables, this study used IBM SPSS software version 26.0.

The questions in this survey covered topics such job satisfaction, work environment and organizational success. The focus of this study was on factors such as organisational effectiveness, public responsiveness job challenge, role clarity, performance appraisal fairness, personal significant, supervisory relationship, and a sense of freedom in performing work (Daley, 1986).

RESULTS AND DISCUSSION

The data of this study were analysed using statistical techniques, starting with data processing using Microsoft Excel and testing using logistic regression. Statistical tests and hypothesis testing were conducted using SPSS 25.0 software. This process involved entering the research variables into the SPSS programme and producing results in accordance with the predetermined analysis method.

Validity Test

Table 1. Validity Test Result

Variable	Indicator	r_{Cal}	r_{Tab}
Job Satisfaction X_1	$X_1.Q1$	0,743	0,423
	$X_1.Q2$	0,603	0,423
	$X_1.Q3$	0,813	0,423
	$X_1.Q4$	0,635	0,423
	$X_1.Q5$	0,481	0,423

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Variable	Indicator	r_{Cal}	r_{Tab}
	$X_1.Q6$	0,665	0,423
	$X_1.Q7$	0,594	0,423
	$X_1.Q8$	0,670	0,423
	$X_2.Q1$	0,233	0,423
	$X_2.Q2$	0,374	0,423
	$X_2.Q3$	0,455	0,423
Work Environment X_2	$X_2.Q4$	0,474	0,423
	$X_2.Q5$	0,467	0,423
	$X_2.Q6$	0,654	0,423
	$X_2.Q7$	0,647	0,423
Organizational Success Y	Y.Q1	0,670	0,423
	Y.Q2	0,594	0,423

Source: Proceed in 2024

The validity of the data in this study was tested by comparing the correlation value (r count) with the r table. If the value of r value is greater than the r table, then the data is considered valid. Observing the table above, it can be concluded that the questionnaire items are valid. However, for questions regarding the work environment, there are 2 questions that are invalid, namely questions regarding "my performance appraisal takes into account the most important part of my job" and "my performance rating presents a fair and accurate picture of my actual job performance".

Reliability Test

Reliability testing is employed to assess the extent to which a measurement tool can be consistently used for the same research purpose. The measurement is conducted once, and then the results are compared with other questions or measure the correlation between question responses. Reliability is measured using the Cronbach's Alpha (α) statistical test. A variable is considered reliable if the Cronbach's alpha value (α) is greater than 0.70, and if it is less than 0.70, it is deemed unreliable (Stanyte et al., 2024).

Table 2. Reliability Test Result

Variable	Cronbach Alpha	Notes
Job Satisfaction (X_1)	0,846	Reliable
Work Environment (X_2)	0,721	Reliable
Organizational Success (Y)	0,725	Reliable

Source: Proceed in 2024

According to the SPSS results, the value indicates 0.940, which is α > 0.70. Therefore, it can be concluded that the questionnaire distributed is reliable and has been tested for its reliability.

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Normality Test

In this study, the normality test was conducted using the Kolmogorov-Smirnov test to assess the extent to which the distribution of data for each variable follows a normal pattern. If the significance value is greater than 0.05, it indicates that the residuals are normally distributed (Rahmati & Hanaei, 2024)

Figure 2. Normality Test Result

Source: Proceed in 2024

Based on the Kolmogorov-Smirnov test for normality, the significance value of 0.200 > 0.05 suggests that the residuals are normally distributed.

Multicollinearity Test

Multicollinearity is a condition where there is a very high or perfect linear correlation among some or all of the independent variables in a regression model, making it difficult to identify the individual effects of each independent variable on the dependent variable (Nurcahya et al., 2023). A regression model that is free from multicollinearity has a VIF value of less than 10 and a tolerance value greater than 0.1. Conversely, if the VIF value is greater than 10 and the tolerance value is less than 0.1, then multicollinearity is present.

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Figure 3. Multicollinearity Test Result

Source: Proceed in 2024

Based on the results of the multicollinearity test, it is shown that the tolerance significance value for the variable job satisfaction (X_1) is 0.795 > 0.1 and the VIF value is 1.259 < 10. For the variable work environment (X_2), the tolerance significance value is also 0.795 > 0.1 and the VIF value is 1.259 < 10. Therefore, it can be concluded that there is no multicollinearity for the variables X_1 and X_2.

Partial Test

Decisions are made based on the comparison of the t-value with the t-table, where if the t-value > t-table, the independent variable has a significant effect. Conversely, if the t-value < t-table, the independent variable does not significantly affect the dependent variable. Decisions are also based on the significance value: if the significance value < 0.05, the independent variable affects the dependent variable, and if the significance value > 0.05, the independent variable does not affect the dependent variable.

Figure 4. Partial Test Result

Source: Proceed in 2024

Based on the SPSS 26.0 results in Figure 4, the following findings can be observed:

a. The job satisfaction variable (X_1) shows a t-value of 2.862 > t-table 1.725 and a significance value of 0.011 < 0.05. This indicates that the job satisfaction variable has a significant effect on organizational success (Y). Therefore, the hypothesis H_1, which states that job satisfaction (X_1) affects organizational success (Y) at Arromanis Corner Store Bandung, is accepted.

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b. The job work environment (X_2) shows a t-value of 0.660 < t-table 1.725 and a significance value of 0.518 > 0.05. This indicates that the work environment variable has no significant effect on organizational success (Y). Therefore, the hypothesis H1, which states that work environment (X2) affects organizational success (Y) at Arromanis Corner Store Bandung, is rejected.

Simultaneous Test

This decision is made based on the comparison between the f-value and the value in the f-table. In other words, if the f-value is greater than the f-table value, it means that the independent variables collectively have a significant influence on the dependent variable. Conversely, if the f-value is less than the f-table value, it means that the independent variables collectively do not have a significant influence on the dependent variable.

Figure 5. Simultaneous Test Result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.175	2	3.588	6.506	.008^b
	Residual	9.375	17	.551		
	Total	16.550	19			

a. Dependent Variable: Organizational Success

b. Predictors: (Constant), Work Environment, Job Satisfaction

Source: Proceed in 2024

Based on the simultaneous test results in Table 6, the calculated F-value is 6.506, which exceeds the tabulated F-value of 2.74. Additionally, the significance value is 0.008, which is lower than the significance level of 0.05. Therefore, it can be concluded that the variables of job satisfaction (X_1) and work environment (X_2) collectively and significantly influence the organizational success variable (Y).

Coefficient of Determination Test

The coefficient of determination test (Adjusted R-Square) is conducted to measure how well the model explains the variation in the dependent variable. The coefficient of determination value ranges from 0 (0%) to 1 (100%). A small Adjusted R-Square value indicates that the ability of the independent variables to explain the variation in the dependent variable is limited.

Figure 6. Coefficient of Determination Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658^a	.434	.367	.74261

a. Predictors: (Constant), Work Environment, Job Satisfaction

Source: Proceed in 2024

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Based on the test results of the coefficient of determination (Adjusted R-Square) in Figure 6, a value of 0.367 or 36.7% is obtained. This indicates that 36.7% of the variation in the organizational success variable can be jointly explained by the job satisfaction (X1) and work environment (X2) variables. Meanwhile, the remaining 63.3% (100% - 36.7%) is influenced by other factors outside of this regression equation or other variables not examined.

Multiple Linear Regression Test

This study employs multiple linear regression analysis to assess the impact of job satisfaction and work environment variables as independent variables on organizational success as the dependent variable.

Figure 7. Multiple Linear Regression Test Result

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.469	1.857		1.329	.201
	Job Satisfaction	.149	.052	.586	2.862	.011
	Work Environment	.041	.062	.135	.660	.518

a. Dependent Variable: Organizational Success

Source: Proceed in 2024

From the data depicted in Figure 7, a multiple linear regression equation can be formulated:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_1 + \text{€}$$
$$Y = 2.469 + 0.149 + 0.041$$

a. The constant coefficient $\alpha = 2.469$ indicates the magnitude of the influence of all independent variables on the dependent variable. If the job satisfaction (X_1) and work environment (X_2) variables increase by 1 unit, the value of the organizational success variable (Y) will increase by 2.469.

b. The coefficient β_1 of 0.149 for the job satisfaction variable (X_1) has a positive value towards organizational success, indicating that an increase of one unit in the job satisfaction variable will result in an increase of 0.149 in the organizational success variable.

c. The coefficient β_2 of 0.041 for the work environment variable (X_1) has a positive value towards organizational success, indicating that an increase of one unit in the work environment variable will result in an increase of 0.149 in the organizational success variable.

Hypothesis H_1 posits that there is a presumed positive influence between job satisfaction (X_1) and organizational success (Y) at Arromanis Corner Store, Bandung. Based on the results of the partial test (t-test), the job satisfaction variable is found to have a positive and significant effect on performance. This finding is reinforced by a previous study

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conducted by (Indriani & Ayuningtias, 2024), where the calculated t-value for the job satisfaction variable is 2.582 with a significance value of 0.000, which is less than 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming that job satisfaction positively affects organizational success.

The findings indicate that employees feel happy, satisfied, and enjoy their work while working at Arromanis Corner Store in Bandung. Furthermore, the employees also feel that they receive fair and accurate performance evaluations. From the partial test results, it was found that the work environment variable does not have a significant relationship with organizational success, unlike the findings of (Fitriah & Akbar, 2023)'s research. In the study, it is mentioned that the physical work environment has a positive and significant impact on work productivity, as indicated by the hypothesis test results with the obtained t-value greater than the t-table, which is (8.318 > 1.995).

Therefore, it can be stated that employees at Arromanis Corner Store Bandung do not perceive those factors such as personal significance, supervisory relationships, and employee freedom have a significant relationship with organizational success. The study also states that the job satisfaction and work environment variables are determinants of organizational success by 36.7%, meaning the company needs to identify other factors that influence the achievement of organizational success so that employees and the company can synergize in achieving the vision and mission of Arromanis Corner Store Bandung.

In the questionnaire results regarding the job satisfaction variable, the highest indicator is the personal significance factor with the statement "the things I do on my job are important to me." The meaning of this statement is that the tasks someone performs at work hold significant personal value to them. It indicates that the individual finds their work meaningful, which provides personal satisfaction and likely motivates them to perform better because they see value in the tasks they are doing. Meanwhile, the lowest indicator value is found in the statement "the work I do on my job is meaningful to me."

This statement emphasizes the overall meaning and purpose of the work done by an individual. It means that the individual feels their work has deep significance and provides emotional or spiritual satisfaction. They may feel that their work contributes to something greater than themselves, such as the company's mission or social impact. In the work environment variable, the highest value is found in the supervisory relationship indicator with the statements "my job duties are clearly defined by supervisor" and "my supervisor sets clear goals for me in my present job." This indicates that respondents feel that their supervisors provide clear guidance regarding their job duties and goals. They feel that their supervisors give precise direction on what is expected from them at work, thus helping them execute their tasks more effectively.

Additionally, in the employee freedom indicator, the highest value is found in the statement "I have a great deal of say over what has to be done on my job." This indicates that respondents feel they have autonomy or freedom in determining how they carry out their tasks at work. They feel they have significant influence in deciding what needs to be done in their job, which can enhance their sense of responsibility and motivation in performing their tasks. Meanwhile, the lowest value is found in the statement "my job makes good use of my

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abilities." This indicates that respondents feel that their jobs do not fully utilize their skills or potential. This may signify a mismatch between job demands and individual skills or interests, which can result in a lack of job satisfaction and motivation.

CONCLUSION

The result conveys that research on employee attitudes provides valuable insights but also has the potential to mislead. This is due to the process of cognitive dissonance, where one's beliefs or hopes can influence how they perceive reality. In the context of popular humanistic management, positive responses to it may be reflected in research, although not always accurately. Although claims about the success of humanistic management practices exist, they are considered moderate because research shows that employee attitudes are not sufficient to determine organizational success. However, the research also emphasizes the importance of employee attitudes in perceptions of organizational success, highlighting the significant role of humanistic management practices in influencing employee morale and their contribution to organizational success. Also, the result of the research is the relationship between employee attitudes towards the organization and humanistic management practices, as well as their impact on organizational success. Research indicates that employee's general perceives their organizations as successful and striving to implement humanistic management. The data presented in the table and figure indicate that there is a significant and positive relationship between job satisfaction and humanistic management practices and perceptions of organizational success. This implies that the higher the level of agreement with humanistic management practices, the higher the perception of organizational success. However, the work environment variable does not significantly contribute to explaining organizational success. Despite variations in outcomes, both employee satisfaction and the work environment contribute equally to explaining organizational success. This indicates that both factors play an important role in understanding organizational success. The limitation of this study lies in the number of variables tested, resulting in a coefficient of determination below 50%. As a result, the primary indicators influencing the company's success are not clearly identified, even though the findings of this study can be used by company owners to improve or maintain employee job satisfaction levels.

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