

FACTORS AFFECTING WORKER SATISFACTION: WORK ENVIRONMENT, REGULATORY COMPLIANCE, AND ORGANIZATIONAL CULTURE

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ABSTRACT

This study aims to analyze the effect of work environment compliance with government regulations, work environment, and organizational culture on worker satisfaction in a manufacturing company in Surabaya City. The study involved 104 respondents who were the entire population of the company. The analysis method used is multiple linear regression. The results showed that the work environment, compliance with government regulations, and organizational culture simultaneously and partially had a significant effect on employee job satisfaction. This research provides new insights for practitioners and academics in managing human resources effectively. Recommendations include improving the work environment, ensuring compliance with government regulations, and strengthening positive organizational culture through effective socialization. Continuous evaluation and monitoring are also important to identify areas of improvement.

Keywords: worker satisfaction, regulatory compliance, work environment, organizational culture.

INTRODUCTION

Currently, there are many challenges faced in terms of development and changes in the business environment. One of these challenges is how to develop human resources in the organization, because employees are very valuable assets. They contribute significantly to the future success of the organization. Human capital is part of the organization's resources obtained from the strong capacity of a person's physical strength, behavior and personality that affect the environment and legacy, while the work results that each person provides come from these factors. motivation or needs. and they feel satisfied and in accordance with expectations (Darmawan, 2021). Many factors can encourage human resource development, such as good organizational practices (Luthans & Youssef, 2007); organizational climate, experience; active motivation (Hariani et al., 2019); education and training (Oetomo, 2004); organizational support (Gunalan & Adnan, 2015; Gani, 2022); compensation and social support (Werdati et al., 2020; Issalillah et al., 2020), 2020; Issalillah et al., 2021); job satisfaction, work climate, organizational commitment, and work ethic (Darmawan et al., 2020); leadership in the work environment (Mardikaningsih, 2016); organizational culture (Denison & Mishra, 1995).

The factors mentioned above show that human resources can be developed with various supports. In addition, organizations will face obstacles if they are unable to adequately meet the needs of their employees. There is a tendency for employee complaints to lead to high levels of employee absenteeism, employee turnover, layoffs, etc. reflecting employee dissatisfaction. Dissatisfied employees are detrimental to overall organizational performance (Mardikaningsih & Darmawan, 2022). According to Andayani (2019), there is a strong relationship between job satisfaction and employee behavior in the workplace. In line with Darmawan and Mardikaningsih (2021) who stated that there are various factors that determine worker satisfaction. These factors include organizations that provide opportunities for their employees to develop further, create a good work environment, good wages, good organizational and management conditions, leadership, working conditions, social aspects of work, important things and work, colleagues, communication and resources (Hariani et al., 2019). Ellickson and Logsdon (2001) state that job satisfaction is how happy employees are in their jobs. Preffer (1994) explains that employees who experience job satisfaction will be more motivated to complete the assigned tasks better. Satisfaction also has a positive effect on employee performance (Darmawan et al., 2020). Negative and positive emotions can arise from job satisfaction or dissatisfaction. In facing the challenges of development and changes in a dynamic business environment, human resource development is crucial for organizational success. Employees are valuable assets that contribute significantly to the future success of the company. Factors such as compliance with government regulations, work environment conditions, and organizational culture play an important role in shaping worker satisfaction.

The work environment plays an important role as a determinant of worker satisfaction. This view is reinforced by Robbins and Judge's (2015) theory, which asserts that supportive working conditions can increase the level of job satisfaction. Job satisfaction is defined as working conditions that facilitate employees in completing their tasks well. Therefore, the work environment has a significant contribution to employee well-being within an organization. This opinion is also corroborated by Andayani (2019), who states that optimal employee performance is inseparable from an adequate work environment. Gunawan (2015) describes the work environment as one element of the circumstances that affect employees in completing all their tasks. Every employee needs a work environment that is clean, organized, and provides a sense of security and comfort. Conversely, a work environment that does not meet standards can produce negative impacts such as lack of morale, high absenteeism, frequent errors in work, and high employee turnover (Mardikaningsih et al., 2022). This situation must be avoided because it is potentially detrimental to the organization (Jahroni & Darmawan, 2022; Munir et al., 2022). Dissatisfaction caused by an inadequate work environment can cause various serious problems for the organization, including high employee absenteeism, conflicts between employees and management, and high employee turnover rates. This problem also has a negative impact on the employees

themselves, reducing motivation, decreasing morale, and reducing the quality and quantity of work produced (Wulandari et al., 2022). According to research by Arifin and Mardikaningsih (2022), job satisfaction can be achieved through the positive influence of the work environment. Lestari et al. (2020) emphasized that building worker satisfaction requires attention to work environment conditions. Organizations that are able to provide a work environment that suits the needs of employees will create a comfortable atmosphere, which in turn makes employees more motivated to be in their workplace (Mendrika et al., 2021). In addition, the level of boredom and stress is also gradually eliminated (Naufalia et al., 2022).

Compliance with government regulations is very important for a company. This means that the company complies with all the rules and regulations set by the government in carrying out its operations. Compliance with government regulations is a solid foundation for a company's operations. It covers all aspects of the laws and regulations that govern various sectors and industries. By complying with all the rules and regulations set by the government, a company demonstrates its commitment to operating ethically, legally and responsibly (Bangsu & Dahar, 2023). A company that understands and implements compliance with government regulations avoids legal risks that could disrupt its operations. This includes meeting taxation requirements, licensing, environmental standards, and labor regulations. By complying with all these aspects, a company can ensure that its operations are running according to the norms set by the government. Compliance with government regulations also reflects the company's commitment to social and environmental responsibility. This includes efforts to protect the environment, ensure employee occupational safety and health, and support policies and programs that promote the welfare of surrounding communities. Not only that, compliance with government regulations also creates trust among the company's stakeholders, including employees, customers and investors. They will feel confident that the company operates with integrity and transparency, which in turn will improve the company's image in the eyes of the public. When a company complies with all applicable rules and regulations, employees will feel more secure and believe that the company cares about their welfare and safety. In addition, compliance with government regulations also ensures that employees' rights and obligations are respected and protected. For example, companies that comply with labor regulations will provide appropriate facilities and working conditions, and ensure employees have the right to appropriate breaks and leave. When employees feel that the company pays attention to compliance with government regulations, it also creates a fair and transparent working atmosphere. They will feel valued and recognized as an important part of the organization. Compliance with government regulations also includes aspects such as appropriate compensation, health insurance, and job security programs. All of these contribute to employee well-being and satisfaction. Employee satisfaction is not only limited to the financial aspect, but also includes feeling valued, treated fairly, and having a safe and comfortable working environment. Compliance with government regulations is one of the important factors in creating conditions that support employee satisfaction.

Organizational culture is a shared mindset that distinguishes members of an organization (Hofstede & Hofstede, 2005). It is a shared belief that characterizes and is upheld by all members of the organization (Robbins & Judge, 2015). Every organization has a different culture, and the strength of that culture can be measured by the extent to which organizational members adhere to and adopt the values contained therein (Jahroni et al., 2021). The stronger the organizational culture, the greater the influence on member behavior, because a high level of solidarity can create a positive internal atmosphere (Issalillah, 2020). This is generally reflected in high employee retention rates and high levels of job satisfaction. The study by Purnamasari et al. (2021) shows that organizational culture has a significant influence in both increasing and decreasing the level of worker satisfaction. Research by Mardikaningsih (2012) also shows that an appropriate and well-implemented organizational culture can shape job satisfaction. A strong organizational culture reflects the consensus among members regarding the values held by the organization (Hariani, 2023). Therefore, this harmonious relationship facilitates the achievement of job satisfaction, a sense of solidarity, loyalty, and commitment to the organization, thereby reducing the desire of employees to move to other organizations (Robbins & Judge, 2015). Organizational culture reflects how individuals complete tasks, set goals, and manage resources to achieve goals. According to Darmawan (2007), culture also influences individual decision-making processes, perceptions of situations, and actions taken in response to opportunities and threats affecting the organization. In addition, organizational culture also impacts the way individuals interact with each other and other parties involved (Oetomo, 2004). A positive organizational culture will support the achievement of job satisfaction (Werdati et al., 2020).

This research attempts to integrate the key factors that influence employee job satisfaction, namely compliance with government regulations, work environment, and organizational culture. This research also identifies specific factors that can affect the level of job satisfaction, with the hope of providing new insights for practitioners and academics in managing human resources effectively. This study aims to analyze the influence of work environment, compliance with government regulations, and organizational culture on worker satisfaction in the current business environment. By understanding the relationship between these factors, it is expected to provide new insights for organizations in an effort to improve employee welfare and performance.

METHODS

This quantitative research was conducted at a manufacturing company in Surabaya City. The company has 104 workers. This number is the population in this study. All workers were used as respondents so this study used total sampling.

The first independent variable is the work environment (X.1), which includes all factors that affect employees' work experience directly or indirectly. Robbins and

Judge (2015) state that the work environment consists of a general environment and a specific environment. The general environment relates to factors outside the organization that have the potential to affect organizational performance, such as technological and social conditions. Meanwhile, specific environments are elements of the environment that directly affect employees in completing their tasks in the organization.

The second variable is government regulatory compliance (X.2). Indicators of government regulatory compliance involve fulfillment of licensing requirements, environmental standards, labor, tax, industry regulations, capital markets, occupational health and safety, avoidance of legal sanctions, timely reporting, and positive reactions from the government.

The third independent variable is organizational culture (X.3), which is a pattern of behavior and decisions that guide employees in their daily activities in accordance with organizational goals. According to Denison and Misra (1995), there are four indicators to measure organizational culture, namely mission, consistency, involvement, and adaptability.

The dependent variable is job satisfaction (Y), which reflects the extent to which employees are satisfied with their jobs (Preffer, 1994). According to Robbins and Judge (2015), there are five indicators of job satisfaction, including the nature of work, supervision, compensation, promotion opportunities, and interpersonal relationships among coworkers.

This study used quantitative data, which was obtained through an online questionnaire with open-ended and closed-ended questions. The questionnaire was developed using Google Forms. Data from the questionnaire was analyzed using SPSS software to evaluate the effect of work environment and organizational culture on worker satisfaction. Respondents' responses were scored using a Likert scale with values from 1 to 8, where 8 indicates "Strongly Agree" and 1 indicates "Strongly Disagree". After the data is collected, validity and reliability tests are conducted to ensure data quality. The analytical method used was multiple linear regression to determine the regression model and assess the significance of the influence of the independent variables on the dependent variable.

RESULTS AND DISCUSSION

The respondent profile of 104 workers starts from the age category. The age range of 20-30 years is 31 people or 29.81%. The age range of 31-40 years is 42 people or 40.38%. The age range of 41-50 years is 26 people or 25%. More than 50 years old as many as 5 people or 4.81%. From the education category, from high school graduates or equivalent as many as 31 people or 29.8%. D3 graduates as many as 26 people or 25%, and S1 graduates as many as 47 people or 45.19%. Based on the length of work in the company

with a work period of less than 1 year as many as 10 people or 9.62%. Working period of 1-5 years as many as 42 people or 40.38%. Working period of 6-10 years as many as 31 people or 29.81%. More than 10 years of service as many as 21 people or 20.19%.

The profile of the respondents shows that the majority of them are 31-40 years old, have an undergraduate educational background, and have worked in the company for 1-5 years. This provides an initial overview of the characteristics of the respondents in this study.

Validity testing is needed to evaluate the validity of statements in the questionnaire. In this test, the r value limit is set at 0.3. The results of the SPSS analysis show that each statement in the questionnaire is considered valid because the corrected item value for each statement is not less than 0.3. Furthermore, to ensure the reliability of the data used, reliability testing was carried out using the Cronbach's Alpha benchmark. For data to be considered reliable, the Cronbach's Alpha value must exceed 0.6. The SPSS analysis results show that the reliability value of the work environment variable is 0.734, the government regulation compliance variable is 0.835, the organizational culture variable is 0.791, and the job satisfaction variable is 0.805. Therefore, all variables are considered to have an adequate level of reliability.

Table 1. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.763	2.063		2.793	.006
	X1	1.492	.363	.217	4.111	.000
	X2	3.397	.411	.507	8.269	.000
	X3	2.211	.411	.324	5.385	.000

Source from SPSS output

Table 1 explains that the multiple linear regression model is $Y = 5.763 + 1.492 (X.1) + 3.397 (X.2) + 2.211 (X.3)$. Based on the regression model presented, it can be seen that the work environment (X.1), government regulatory compliance (X.2) and organizational culture (X.3) have a positive influence on job satisfaction (Y). Work environment (X.1), with a coefficient of 1.492, has a positive influence on job satisfaction. That is, an improvement in the work environment will contribute to an increase in job satisfaction. Government regulation compliance (X.2), with a coefficient of 3.397, also has a stronger positive influence on job satisfaction. An increase in compliance with government regulations will have a positive impact on job satisfaction. Organizational culture (X.3), with a coefficient of 2.211, also has a positive influence on job satisfaction. This means that a strong and positive organizational culture will increase the level of job satisfaction. So, based on the results of the regression analysis, it can be concluded that the work environment, compliance with government regulations, and organizational culture have a positive influence on the level of employee job satisfaction in this study.

Table 2. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5064.478	3	1688.159	136.356	.000 ^b
	Residuals	1238.051	100	12.381		
	Total	6302.529	103			

Source from SPSS output

Table 2 has a calculated F value of 136.356 and shows the expected significant value not exceeding 0.05. The results show a significant value of 0.000. With a very low significance value ($0.000 < 0.05$), it can be concluded that the work environment, government regulatory compliance, and organizational culture simultaneously have a significant effect on employee job satisfaction in this study.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.804	.798	3.519

Source from SPSS output

The R Square value in Table 3 is known to be 0.798. There is a contribution of 79.8% provided by work environment, government regulatory compliance and organizational culture to the formation of job satisfaction. The rest, about 20.2%, may be influenced by other factors not included in this model. This indicates that this model has a good fit in explaining the relationship between the independent variable and the dependent variable.

These results indicate that the work environment plays an important role in shaping job satisfaction, this has been proven. This finding is in line with research by Arifin and Mardikaningsih (2022), Lestari et al. (2020), and Radjawane (2022), which also confirmed that the work environment has a significant positive impact on job satisfaction. The implication is that organizations should focus on creating a supportive and constructive work environment, as this will contribute to increased employee satisfaction and performance. Therefore, the work environment is a key factor in shaping the level of job satisfaction in organizations today. A statement from Robbins and Judge (2015) underscores the importance of an environment that can provide support to employees in completing their tasks more effectively.

Compliance with government regulations is not only a legal obligation, but also an important aspect of maintaining a company's sustainability and reputation. It helps create a strong foundation for long-term growth and success, and ensures that companies operate with high ethical principles and professionalism (Putra et al., 2022). Compliance with government regulations not only benefits the company in terms of law and reputation, but also has a positive impact on employee satisfaction and well-being (Arifin et al., 2022). This creates a productive, harmonious and sustainable work environment, which in turn will contribute to the long-term success of the company (Infante, 2022).

Other findings show that organizational culture has a significant impact on the formation of job satisfaction. This result is in line with research conducted by Mardikaningsih and Darmawan (2012), Purnamasari et al. (2021), and Irfan and Al Hakim (2022) who confirmed that organizational culture has a significant influence on the level of worker satisfaction. The study by Munir and Arifin (2021) also highlights that this will affect employee performance. The importance of effective leadership is also present in this context, in accordance with Darmawan's (2010) research. The implication is that organizations need to instill the values of organizational culture to employees properly so that organizational goals can be achieved. In addition, to ensure that the organizational culture is well received, socialization to employees must be carried out effectively by management (Santosa, 2002). These actions also need to be implemented consistently in daily work routines (Ernawati et al., 2021). Therefore, structured planning from the management is needed to ensure that the socialization runs smoothly and employees can easily understand it. These steps will support the establishment of a strong organizational culture (Ishak et al., 2016) and strengthen employee motivation (Darmawan, 2021; Sinambela & Ernawati, 2021). A strong culture reflects a high level of agreement among organizational members on its values and beliefs, creating a harmonious atmosphere that contributes to job satisfaction, solidarity, loyalty, and commitment to the organization (Robbins & Judge, 2011).

CONCLUSION

Multiple linear regression analysis revealed that work environment, compliance with government regulations, and organizational culture have a positive influence on job satisfaction. Thus, this study confirmed that work environment, compliance with government regulations, and organizational culture have an important role in shaping employee job satisfaction. The implication is that organizations need to focus on creating a supportive work environment, complying with government regulations, and promoting a positive organizational culture to improve employee satisfaction and performance.

Company management can focus efforts on improving the work environment, including factors such as technological, social conditions and specific environmental elements that directly affect employees in completing their tasks. Improving such conditions can contribute to increased job satisfaction. Companies should ensure that they comply with all applicable government regulations in their operations. This is not only a legal obligation, but can also have a positive impact on employee satisfaction and create a stable and safe working environment. Management can focus on building and strengthening a positive organizational culture. Socialization of the organizational culture to employees should be done effectively and continuously. This includes providing a clear understanding of the organization's values, beliefs, and goals. These steps will help achieve organizational goals and create a productive and harmonious work environment.

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