

The Influence of Physical and Non-Physical Work Environment on the Job Satisfaction of Packaging Department Employees at PT. XYZ

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ARTICLE INFO

Keywords: Physical Work Environment, Non-Physical Work Environment, Job Satisfaction

Received : 25, June

Revised : 22, July

Accepted: 20, August

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ABSTRACT

PT XYZ operates in the pharmaceutical sector and has recorded unauthorized absenteeism in its packaging department consistently above 3%, pointing to a job satisfaction issue. This study examines the effect of the physical and non-physical work environment on employee job satisfaction in the packaging department. A quantitative approach was applied, using a semantic differential scale as the questionnaire instrument for 40 employees. The instrument was tested for validity and reliability, then analyzed through multiple linear regression and the coefficient of determination, while t-tests and F-tests examined the hypotheses. Findings show that job satisfaction is positively influenced by both work environment factors, which together produce a strong combined effect, with satisfaction rising as the work environment is better managed.

INTRODUCTION

Indonesia's manufacturing industry continues to develop in line with digitalization and automation through the Making Indonesia 4.0 program (Kemenperin, 2018), supported by a labor force reaching 146.54 million people (BPS, 2025). The pharmaceutical industry has become one of the strategic sectors, growing by 2.5% in 2024, with domestic pharmaceutical companies dominating the market at 80.74% and export value reaching USD 639.42 million in the period of January–September 2024 (Kemenperin, 2024). West Java is the largest contributor to the national manufacturing industry (23.18%), including the pharmaceutical industry (BPS, 2024), with West Bandung Regency serving as one of its strong manufacturing bases, absorbing nearly 250,000 workers in 2022 (BPS Kabupaten Bandung Barat, 2023). This condition underscores the importance of human resource quality across all production lines, including the packaging department.

Employee satisfaction represents an essential indicator showing how far employees are satisfied and comfortable to carry the duties (Ernanda et al., 2025), representing an individual's response describes their feelings toward their job (Ahmadiansah, 2020). Studies by Utami et al. (2021) and Suriady & Sutanto (2024) indicate low job satisfaction is associated with increased employee absenteeism rates. Based on a pre-survey of 40 employees in the packaging department of PT XYZ, the following unexplained absenteeism data obtained:

Table 1. Employee Unexplained Absenteeism Data for the Packaging Department of PT. XYZ, January–October 2025 Period

MONTHS	PERCENTAGE
January	0,88%
February	1,63%
March	2,38%
April	3,63%
May	4,25%
June	3,38%
July	3,25%
August	2,63%
September	3,75%
Oktober	4,38%

Source: PT XYZ, Reprocessed Data, 2025

Based on table 1, a trend of increasing absenteeism from month to month can be observed. During the period of April to October 20s25, six out of ten observed months recorded unexplained absenteeism rates above 3%, namely 3.63% (April), 4.25% (May), 3.38% (June), 3.25% (July), 3.75% (September), and 4.38% (October). According to Sakti & Lestari (2024), an absenteeism rate above 3% is categorized as high and reflects low employee job satisfaction. According to this classification, PT XYZ's packaging department's unexplained absenteeism rate is in the high range, which might be a sign of certain employees' discontent with their jobs. Thus, the high rate of unexplained absenteeism in the packaging

department of PT XYZ cannot be overlooked, as it has the potential to reflect job dissatisfaction requires prompt follow-up by the company.

Employee job satisfaction depends on physical and non-physical workplace environments (Sedarmayanti, 2018; Widodo, 2016). While a favorable work environment allows workers to function productively and feel content with their employment (Nurhaisya et al., 2023), the tangible workplace consists of illumination, thermal conditions, cleanliness, and workspace arrangement, affects employee comfort (Batubara et al., 2025). However, prior research on physical workplace effect on job satisfaction is still inconsistent (Chairunas et al., 2025), necessitating more investigation. The pre-survey through interviews and observations show in the packaging department of PT XYZ revealed the physical work environment conditions not yet optimal. The workspace appeared crowded and untidy with a relatively low ceiling, causing the room temperature to become hot and humid, while the inadequate performance of the air conditioner required employees to use additional fans to help with air circulation. In addition, the toilet area appeared unhygienic and felt damp, with the placement of toilets, sinks, and water dispensers positioned close together but poorly arranged. The condition of the storage area for equipment and dirty clothes also appeared disorganized, where equipment cabinets and cleaning liquids placed next to piles of dirty clothes and cleaning equipment on a floor appeared damp and dirty. These circumstances show employees' expectations have not been fully realized by the physical workplace, given employees tend to be sensitive to physical comfort in the workplace (Sunaryanto & Idrus, 2025).

The non-physical work environment, which encompasses interactions between coworkers, communication with supervisors, and relationships with subordinates, in addition to the physical aspect (Sumanti & Firmansyah, 2021), also plays an important role, given social support and effective communication can enhance employee job satisfaction (Putri, 2022). The pre-survey result on 40 employees in the packaging department showed 70% of respondents acknowledged communication among employees often caused misunderstandings in work coordination, 62.5% felt cooperation among coworkers not well established, and 72.5% stated employees tended to be less concerned about co-workers facing work difficulties. Ghasemi et al. (2021) affirmed low collaboration among employees can negatively affect job satisfaction and increase employees' tendency to leave the organization.

One key strategy for improving employee job satisfaction is creating a supportive physical together with psychosocial workplace conditions. A supportive organizational atmosphere enhances employee satisfaction, as Rachmawati et al. (2024) and supported by Batubara et al. (2025), better workplace conditions lead to higher employee job satisfaction. Based on the preceding explanation, this study entitled "The Influence of Physical and Non-Physical Work Environment on Job Satisfaction of Packaging Department Employees at PT XYZ."

LITERATURE REVIEW

Physical Work Environment

The tangible workplace setting comprises workplace conditions directly or indirectly influence employees' work performance (Sedarmayanti, 2018; Widodo, 2016). According to Siregar & Romi (2024), these physical conditions also affect employee job satisfaction. Key elements consist of illumination, thermal conditions, moisture level, ventilation, scent, color arrangement, interior layout, and occupational safety is reflected in the organization's efforts to maintain safe, comfortable, and conducive workplace conditions, so that employee tasks run smoothly and job satisfaction increases (Gunawan & Abdurahman, 2026).

Lelo (2024) and Zhenjing et al. (2022) reported a supportive workplace facilities increase employee satisfaction because favorable physical conditions help workers feel more at ease and comfortable performing their duties. In light of the aforementioned explanation, the hypothesis is:

H1: The physical work environment has a positive effect on the job satisfaction of packaging department employees at PT XYZ.

Non-Physical Work Environment

The term "non-physical work environment" refers to all social and psychological aspects of the job are connected to relationships with coworkers, supervisors, and subordinates (Sukardi, 2024). A well-managed psychosocial workplace conditions fosters comfort, motivating employees and improving their performance (Anggraini, 2022). It includes coworkers, interactions among supervisors and employees, and workplace cooperation (Siagian, 2014).

Pratama & Badar (2023) and Natania & Martha (2023) found psychosocial workplace conditions exert a significant impact on employee satisfaction. Therefore, the proposed assumption states:

H2: The non-physical work environment has a positive effect on the job satisfaction of packaging department employees at PT XYZ.

Job Satisfaction

An employee's affective or emotional reaction to different areas of satisfaction experienced in carrying out duties; an individual may feel content with one aspect of their work while being unhappy with another (Indrasari, 2017). Idrus (2022) described as employee's overall feeling to their job as a result of their knowledge and evaluation, which subsequently directs certain work behaviors. Job satisfaction can be defined as an individual's feelings, attitudes, or emotional responses toward their job, which arise from an evaluation of various aspects of the job and its accompanying conditions (Rosyidah & Prabowo, 2026). Job satisfaction is influenced by several factors, like employee turnover, absence frequency, employee age, occupational position, and company scale (Mangkunegara, 2017). An employee's job satisfaction represents an emotional state that reflects how they feel about their work, shaped by factors such as the workplace conditions, social interaction, compensation, together with various tangible and mental factors (Tonia & Romi, 2025).

Jessica et al. (2023) and Rachmawati et al. (2024), afavorable both tangible facilities and psychosocial conditions substantially enhance employee satisfaction, either directly or indirectly (Sedarmayanti, 2018). The hypothesis is: H3: Physical work environment and non-physical work environment have an effect on the job satisfaction of packaging department employees at PT XYZ.

The conceptual framework is presented below:

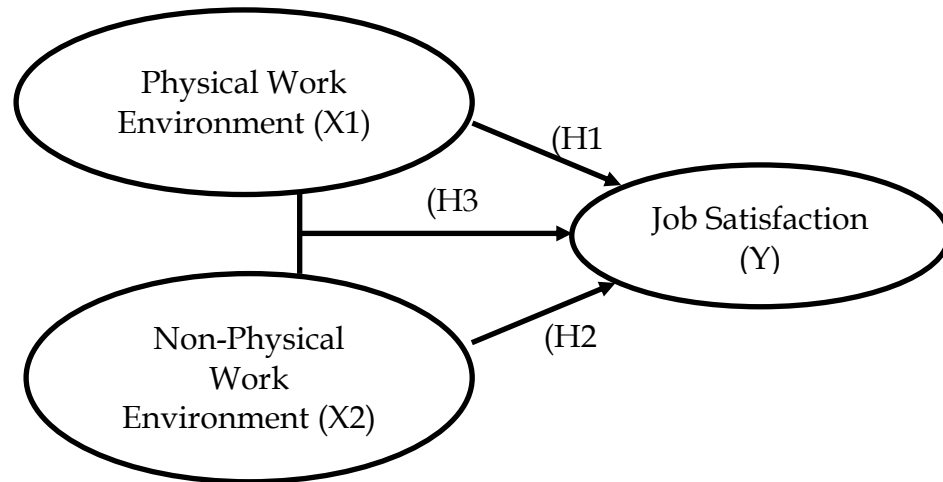


Figure1. Research Paradigm

METHODOLOGY

This research applied a quantitative design using descriptive and correlational techniques to analyze the influence of workplace facilities and organizational climate on employee satisfaction. All forty employees of PT. XYZ's packing department made up the study's population, and all of them served as respondents. A semantic differential scale questionnaire used to gather data, which supplemented by observation, interviews, and documentation. The study instrument's validity and reliability examined before analysis. SPSS version 27 used for assumption diagnostics, descriptive statistics, multiple regression analysis, determination coefficient (R^2), together with partial and simultaneous significance testing research hypotheses.

RESEARCH RESULT

Physical Work Environment

Table 2. Average Value of Physical Work Environment Variables

Sub Variable	Avarage Total	Criteria
Lighting	3,61	Bright
Temperature, Humidity, And Air Circulation	3,70	Comfortable
Odor	3,72	Appropriate
Decoration	3,74	Appropriate
Cleanliness	3.59	Clean
Space For Movement	3.7	Spacious
Total	22,26	

Sub Variable	Avarage Total	Criteria
Average Total Score	3,68	
Criteria	Good	

Source: Questionnaire, Reprocessed 2026

The physical work environment variable obtained 3.68 average as good category. This result indicates , in general, respondents assessed the conditions of the workspace, toilets area, and storage area for equipment and dirty clothes as supportive of comfort in the workplace. The sub-variable with the highest average score is decoration, at 3.74. Meanwhile, the sub-variable with the lowest average score is cleanliness, at 3.59. Therefore, the aspect of cleanliness should be improved so the work environment becomes more comfortable and can better support employee job satisfaction.

Non-Physical Work Environment

Table 3. Average Value of Non-Physical Work Environment Variables

Sub Variable	Avarage Total	Criteria
Relationship Among Coworkers At The Same Level	3,48	Good
Relationship Between Superiors And Employees	3,44	Good
Cooperation Among Employees	3,38	Fairly Good
Total	10,3	
Average Total Score	3,43	
Criteria	Good	

Source: Questionnaire, Reprocessed 2026

The non-physical work environment obtained 3.43 mean score, indicating a good category. Respondents rated the non-physical work environment at PT. XYZ positively, rseflecting strong coworker relationships, supportive supervisor–employee interactions, and effective cooperation foster a harmonious workplace. The sub-variable with the highest average score is relationships among coworkers at the same level, at 3.48. Meanwhile, the sub-variable with the lowest cooperation among employees average at 3.38. This means cooperation among employees requires greater attention in order to enhance employee comfort.

Job Satisfaction

Table 4. Average Value of Job Satisfaction Variables

Sub Variable	Avarage Total	Criteria
Turnover	3,28	Medium
Asenteeism Rate	3,55	Low
Employment Rate	3,33	Quite Satisfied
Organization Size	3,38	Medium
Total	13,54	
Average Total Score	3,39	
Criteria	Quite Satisfied	

Source: Questionnaire, Reprocessed 2026

The job satisfaction variable had 3.39 average that fairly satisfied. The features of turnover, absence rate, job level, and organizational size all show PT. XYZ employees generallyS have a pretty high degree of job satisfaction. The sub-variable with the highest average score is absenteeism rate, at 3.55. Meanwhile, the sub-variable with the lowest average score is turnover, at 3.28. This indicates the turnover aspect still needs attention in order to reduce employees' tendency to seek employment elsewhere.

Instrument Test Results

Validity Test

All 27 measurement items valid with each produced an r_{count} beyond the rtable value (0.312). The indicators representing Workplace Physical Conditions (X1), Organizational Social Climate (X2), and Job Satisfaction (Y) variables considered valid.

Reliability Test

Reliability analysis confirmed consistency of all variables. The Cronbach's Alpha values for Workplace Physical Conditions (X1), Organizational Social Climate (X2), and Job Satisfaction (Y) variables > 0.60 .

Classical Assumption Test Results

Normality Test

The Asymp. Sig. (2-tailed) value $0.200 > 0.05$ significance level. This result confirms the data satisfy the normality assumption.

Multicollinearity Test

Tolerance coefficient of 0.967 with corresponding variance inflation factor of 1.034 obtained for both independent variables. These results satisfy the accepted criteria (tolerance exceeded 0.10 while VIF remained below 10, confirming the absence of multicollinearity).

Heteroscedasticity Test

The significance scores obtained for the Workplace Physical Conditions and Organizational Social Climate variables 0.509 and 0.140, respectively. Since

both > 0.05 , the regression model fulfill homoscedasticity assumption, indicating no evidence of heteroscedasticity.

Data Analysis Results

Multiple Linear Regression Analysis

Table 5. Results of the Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.406	1.373		.296	.769
	Physical Work Environment	.248	.037	.599	6.647	.000
	Non-Physical Work Environment	.706	.090	.710	7.877	.000

a. Dependent Variable: Job Satisfaction

Source: SPSS 27 Data Processing Results, Reprocessed 2026

Findings obtained from the regression model indicate:

$$Y = 0.406 + 0.248 X_1 + 0.706 X_2$$

The regression equation shows :

1. Physical work environment ($\beta = 0.248$): A one-unit improvement increases employee job satisfaction by 0.248.
2. Non-physical work environment ($\beta = 0.706$): A one-unit improvement increases employee job satisfaction by 0.706.

Determination Coefficient Analysis

Table 6. Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.709	.694	1.145

a. Predictors: (Constant), Lingkungan Kerja Non Fisik, Lingkungan Kerja Fisik

b. Dependent Variabel: Kepuasan Kerja

Source: SPSS 27 Data Processing Results, Reprocessed 2026

The physical and non-physical work environments jointly explain 70.9% of the variation in employee job satisfaction ($R^2 = 0.709$), indicating a strong influence on job satisfaction.

Partial Test (t-test)

The test is to ascertain independent factors complete or partial impact on the dependent variable using SPSS version 27 ascertain the df (degrees of freedom) value. The df calculation used $40-3 = 37$, so the t-table value used 1.68709.

Table 7. Partial Test (T-Test)

Variable	F _{count}	F _{table}	Sig.	Prob.	Description
X1	6.647	1,687	0,000	0,05	Berpengaruh
X2	7.877	1,687	0,000	0,05	Berpengaruh

Source: SPSS 27 Program Output Results, Reprocessed 2026

The t-test showed Workplace Physical Conditions ($t = 4.647$) together with Organizational Social Climate ($t = 7.877$) variables significantly affected job satisfaction, as both t-values exceeded the t-table value (1.687) with $p = 0.000 (< 0.05)$. Thus, H_0 rejected and H_a accepted.

Simultaneous Test (F-test)

Table 8. Simultaneous Test (F-Test)

Variable	F _{count}	F _{table}	Sig.	Prob.	Description
Physical Work Environment and Non-Physical to Job Saticfaction	45.140	3,252	0,00	0,05	Significance

Source: SPSS 27 Program Output Results, Reprocessed 2026

The F-test yielded an F-value of 45.140, exceeding the F-table value (3.252), with $p = 0.000 (< 0.05)$. As a result, the proposed null assumption could not be accepted, whereas the competing research proposition was supported demonstrating that workplace facilities and organizational climate simultaneously influence employee satisfaction.

DISCUSSION

The results indicate Workplace conditions have a meaningful and favorable influence on employees' satisfaction levels. This finding is in line with physical work environment generally rated by respondents as being in the good category, with the decoration sub-variable receiving the highest rating while the cleanliness sub-variable received the lowest rating. This indicates although the physical conditions of the workspace, toilet area, and equipment storage room are, overall, sufficiently supportive of employee comfort, the aspect of cleanliness still requires greater attention in order to further maximize job satisfaction. This finding reinforces the view a well-organized and clean physical environment contributes to employees' sense of comfort and ease to work activities (Sedarmayanti, 2018), and is also in agreement with the findings reported by Adnyana et al. (2023) and Lelo (2024), which affirm a conducive physical work environment encourages an increase in employee job satisfaction.

Additionally, the results demonstrate Appropriate workplace facilities foster greater employee satisfaction, even to a higher extent than Interpersonal workplace conditions strongly enhance employees' satisfaction, which is in the good category and has the highest sub-variable of relationships among coworkers at the same level and the lowest sub-variable of collaboration among

employees, supports this condition. The extent of this non-physical work environment's influence demonstrates interpersonal interactions at work, both with superiors and coworkers, have a significant impact on how satisfied employees are with their jobs. This result is in line with Pratama & Badar (2023) and Natania & Martha (2023), which demonstrate the non-physical work environment significantly affects employee job satisfaction. As a result, businesses must constantly improve employee collaboration and communication in order to workplace facilities, while participants assessed interpersonal workplace conditions.

Employee job satisfaction has been shown to be significantly impacted by workplace facilities together with interpersonal conditions. This finding supports the idea, rather than being impacted by a single factor, employee job fulfillment results from the combination of workplace facilities aspects of the workplace and the caliber of social relationships inside it. In line with this, the overall average score of employee job satisfaction falls into the fairly satisfied category, with the absenteeism rate sub-variable being the highest and the turnover sub-variable being the lowest. The low score on the turnover sub-variable indicates although employees generally show good attendance, there remains a tendency among some employees to consider leaving the company, so the company needs to continuously develop workplace facilities together with interpersonal conditions toward an ongoing basis in order to minimize this risk. This finding is in line with the studies of Jessica et al. (2023) and Rachmawati et al. (2024), which affirm good management workplace facilities and interpersonal conditions continuously improve employee satisfaction.

CONCLUSIONS

The following findings can be made in light based on the analytical findings and discussion concerning workplace conditions and employee satisfaction of PT XYZ packing department employees:

1. The physical work environment in the packaging department of PT XYZ overall falls into the good category. The decoration sub-variable obtained the highest score of 3.74, while the cleanliness sub-variable obtained the lowest score of 3.59.
2. The non-physical work environment in the packaging department of PT XYZ falls into the good category. The sub-variable of relationships among coworkers at the same level obtained the highest score of 3.48, while the sub-variable of cooperation among employees obtained the lowest score of 3.38.
3. The job satisfaction of packaging department employees at PT XYZ falls into the fairly satisfied category. The absenteeism rate sub-variable obtained the highest score of 3.55, while the turnover sub-variable obtained the lowest score of 3.28.
4. Workplace facilities together with organizational relationships possess the following partial and simultaneous effects on workers' job satisfaction:
 - a. The physical work environment has a positively effect on the job satisfaction of PT. XYZ packaging department employees.

- b. The non-physical work environment positively affects the job satisfaction of PT. XYZ packaging department employees.
- c. Workplace conditions account for 70.9% of the differences in employee satisfaction. among PT. XYZ packaging department employees.

RECOMENDATIONS

The researcher makes a several of recommendations for PT XYZ on the aforementioned conclusions:

1. The results already fulfill good requirement based on Table 2, which shows respondents' answers to statements about the physical work environment in PT. XYZ's packing department. However, in this case, the cleanliness sub-variable has a lower value than the other sub-variables. To improve the lowest dimension of workplace facilities variable, namely cleanliness, the author suggests the company conduct regular cleanliness inspections of the work area and complete cleanliness facilities to establish a workplace that provides greater comfort.
2. Based on Table 3, namely participants' evaluations of organizational conditions within the packaging department department of PT. XYZ, the results already fall into the good criteria. However, in this case, the cooperation among employees sub-variable has a lower value than the other sub-variables. To improve the lowest sub-variable related to the organizational climate variable, including cooperation among employees, the author suggests the company hold regular team building or employee gathering activities to strengthen relationships among employees and enhance cooperation in completing work.
3. Based on Table 4, namely respondents' responses to statements regarding employee satisfaction among packaging division personnel of PT. Solas Langgeng Sejahtera, the results already fall into the fairly satisfied criteria. However, in this case, the turnover sub-variable has a lower value than the other sub-variables. This low value on the turnover sub-variable indicates there are still employees intending to resign from the organization, so it requires special attention from management. Therefore, the author suggests the company enhance its reward programs for high-performing employees, such as granting Employee of the Month awards, performance-based incentives, and appreciation for the tenure of loyal employees, as well as providing fair career development opportunities, for example through regular training and certification, internal mentoring programs, and open and objective performance evaluations as a basis for promotion.

ADVANCED RESEARCH

It is anticipated study will be used as a comparison framework and source material for future research of a similar nature. However, there are still a lot of issues with this study, thus it is anticipated future researchers will improve the variables examined throughout this investigation. Furthermore, it is believed the findings of this study would be helpful and contribute to our understanding workplace facilities together with organizational conditions as job satisfaction.

ACKNOWLEDGMENT

The researcher expresses heartfelt appreciation to all individuals who provided support with this study. The supervising lecturer's advice, supervision, and assistance during this research are greatly appreciated by the author. The author also thank the management and employees of the packaging department at PT. XYZ, particularly the HRD staff member and the packaging supervisor, for their permission and assistance in the data-collection process, as well as the institution which facilitating data collection process as significant role for this research.

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