

THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON THE JOB SATISFACATION OF FEMALE EMPLOYEES IN THE RETAIL SECTOR IN MADIUN CITY

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Abstract

This study examines the effects of Work Environment and Organizational Culture on the Job Satisfaction of female employees in the retail sector in Madiun City. A quantitative approach with a causal associative design was employed. The sample consisted of 385 respondents selected through purposive sampling. Data were collected using a four-point Likert questionnaire and analyzed using multiple linear regression with IBM SPSS Statistics. The results show that Work Environment has a positive and significant effect on Job Satisfaction, with a regression coefficient of 0.106 and a significance value of 0.022. Organizational Culture also has a positive and significant effect, with a regression coefficient of 0.638 and a significance value below 0.001. The overall regression model is significant, with an R^2 of 0.532. Organizational Culture is the relatively most dominant predictor. These findings suggest that retail companies should provide a safe and supportive work environment while strengthening an organizational culture that is fair, consistent, employee-oriented, and collaborative.

Keywords: *Work Environment, Organizational Culture, Job Satisfaction, Female Employees, Retail Sector*

A. INTRODUCTION

Human resources are a strategic organizational asset because employees design strategies, operate technology, solve problems, and create value. Effective human resource management therefore needs to address not only productivity but also employee well-being and job satisfaction (Armstrong & Taylor, 2020; Dessler, 2020). Employee attitudes and job satisfaction are important organizational outcomes because they are related to broader work and organizational outcomes (Saari & Judge, 2004).

This issue is increasingly relevant in Madiun City. The number of working residents increased from 90,627 in 2022 to 105,313 in 2023 and 110,196 in 2024. Female labor-force

participation also increased from 58.56% in 2022 to 62.81% in 2024. At the same time, Madiun City recorded 4,776 trade facilities in 2024, including 70 supermarkets/minimarkets, indicating a substantial retail environment and employment context (Badan Pusat Statistik Kota Madiun, 2025).

Retail work has distinctive human resource demands because employees interact directly with customers and may face targets, long operating hours, shift schedules, service demands, and the need for consistent interpersonal performance (Levy et al., 2019). For female employees, safety and security can be particularly relevant when work schedules extend into evening hours. A supportive work environment can therefore contribute to more positive job evaluations (Raziq & Maulabakhsh, 2015).

Organizational Culture is another important factor because values, norms, management practices, and patterns of interaction shape employees' daily work experiences. Previous research has reported positive relationships between organizational culture and job satisfaction (Al-Sada et al., 2017; Christian & Ekawati, 2022; Pawirosumarto et al., 2017). Likewise, work environment has been found to influence job satisfaction (Irma & Yusuf, 2020; Siagian & Khair, 2018).

Accordingly, this study aims to empirically examine: (1) the effect of Work Environment on Job Satisfaction; and (2) the effect of Organizational Culture on Job Satisfaction among female retail employees in Madiun City. The hypotheses are H1: Work Environment affects Job Satisfaction, and H2: Organizational Culture affects Job Satisfaction.

B. METHOD

This research used a quantitative approach with a causal associative design. The research object was female employees working in retail businesses in Madiun City. Retail businesses included modern and other retail outlets that sell goods directly to consumers, such as minimarkets, supermarkets, department stores, and other retail stores.

The population size was treated as unknown because an official sampling frame for the total number of female retail employees in Madiun City was unavailable. The minimum sample was calculated using the Lemeshow formula for an unknown population with a 95% confidence level, $p = 0.5$, $q = 0.5$, and a 5% margin of error, producing 384.16 and rounded up to 385 respondents (Lemeshow et al., 1997). Purposive sampling was used. Respondents were female employees working in retail in Madiun City, with at least one year of work experience, who held a retail position and completed the questionnaire.

Data were collected through an online questionnaire using a four-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree. The questionnaire contained 13 Work Environment items, 18 Organizational Culture items, and 14 Job Satisfaction items. Data analysis used IBM SPSS Statistics and included validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, the F-test as a model-fit test, and the coefficient of determination.

C. RESULTS AND DISCUSSIONS

A total of 385 valid responses were analyzed. The largest respondent age group was 20–24 years, comprising 98 respondents (25.5%). The instrument consisted of 45 items across the three variables.

Tabel 1. Instrument Reliability

Variable	Items	Cronbach's Alpha	Decision
Work Environment	13	0.776	Reliable
Organizational Culture	18	0.803	Reliable
Job Satisfaction	14	0.806	Reliable

Source: IBM SPSS Statistics output, processed primary data (2026).

All questionnaire items were declared valid in the thesis analysis. Cronbach's Alpha values for Work Environment, Organizational Culture, and Job Satisfaction were above the 0.70 criterion, indicating adequate internal consistency.

The classical assumption tests supported the regression model. The Kolmogorov–Smirnov test produced an Asymp. Sig. of 0.126, indicating normally distributed residuals. Both independent variables had a Tolerance value of 0.806 and VIF of 1.241, indicating no multicollinearity. The Glejser test produced significance values of 0.211 for Work Environment and 0.253 for Organizational Culture, indicating no heteroskedasticity.

Table 2. Multiple Regression and Hypothesis Testing

Predictor	B	t	Sig.	Decision
Work Environment	0.106	2.308	0.022	H1 accepted
Organizational Culture	0.638	17.569	<0.001	H2 accepted

Source: IBM SPSS Statistics output, processed primary data (2026).

The regression equation is $Y = 2.553 + 0.106X_1 + 0.638X_2 + e$. Work Environment has a positive coefficient of 0.106, meaning that an increase in Work Environment scores is associated with an increase in Job Satisfaction when Organizational Culture is held constant. Organizational Culture has a positive coefficient of 0.638, indicating a stronger relative contribution within the model. Its standardized beta of 0.685 exceeds the standardized beta of Work Environment (0.090).

The Work Environment result supports H1. The mean item score for Work Environment was 3.3604, categorized as very high, and 90.11% of item responses were Agree or Strongly Agree. The finding is consistent with Irma and Yusuf (2020) and Siagian and Khair (2018). In retail settings, working hours, job safety and security, relationships with co-workers, esteem, and top management support are particularly relevant to employees' daily experiences.

The Organizational Culture result supports H2. Organizational Culture had the highest mean item score among the three variables, at 3.3736, with 90.75% of responses in the Agree or Strongly Agree categories. The finding is consistent with Christian and Ekawati (2022) and Pawirosumarto et al. (2017). Culture affects how service standards, teamwork, targets, employee treatment, communication, and rules are experienced in everyday work.

The F-test showed that the model was significant ($F = 216.989$; $p < 0.001$). The R^2 of 0.532 indicates that Work Environment and Organizational Culture together explain 53.2% of the variation in Job Satisfaction, while 46.8% is associated with factors outside the model. The two variables are complementary: Work Environment concerns conditions directly experienced by employees, while Organizational Culture shapes the values and norms through which those conditions are created and maintained.

D. CONCLUSIONS

The study concludes that a supportive work environment and a positive organizational culture are important in strengthening job satisfaction among female retail employees in Madiun City. Work Environment contributes through safe working conditions, supportive relationships, appropriate working arrangements, recognition, and management support. Organizational Culture contributes through employee-oriented values, teamwork, consistency, fairness, clear standards, and supportive organizational practices. The study is limited to female retail employees in one city and uses a cross-sectional questionnaire design, so the findings should be interpreted within that context. Future studies can broaden the geographical scope and consider additional factors that may explain job satisfaction.

E. SUGGESTIONS

Retail companies should maintain safe and comfortable work conditions, strengthen employee support and recognition, and ensure that shift arrangements and workplace protection

are implemented consistently. Management should also reinforce an organizational culture that is fair, employee-oriented, collaborative, and responsive to employee concerns. Future researchers may add variables such as compensation, leadership, career opportunities, workload, work-life balance, stress, organizational support, and individual characteristics, and may use longitudinal or mixed-method approaches.

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