

PHYSICAL AND SOCIAL WORK ENVIRONMENT, JOB CHARACTERISTICS, AND JOB PERSPECTIVES ON EMPLOYEES' WELL-BEING

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Abstrak

Kesejahteraan pekerja menjadi unsur penting bagi terbentuknya pengalaman kerja yang memungkinkan setiap individu melaksanakan tanggung jawab secara nyaman sekaligus produktif. Kajian ini menguji keterkaitan tiga kelompok prediktor, yaitu kondisi fisik beserta interaksi sosial di tempat kerja, karakter pekerjaan yang dibentuk oleh organisasi, serta cara pegawai memandang pekerjaan dan prospek kariernya, terhadap tingkat kesejahteraan tenaga kerja di Samudra Supermarket Kota Madiun. Sebanyak 123 pegawai dilibatkan seluruhnya sebagai responden sehingga tidak dilakukan pemilihan sebagian anggota populasi. Informasi empiris diperoleh melalui instrumen pernyataan berskala Likert dan selanjutnya diolah dengan IBM SPSS menggunakan pemodelan linear multivariabel. Pengujian secara terpisah memperlihatkan bahwa masing-masing prediktor bergerak searah dan terbukti bermakna secara statistik dalam menjelaskan kesejahteraan pegawai. Ketika seluruh prediktor diuji dalam satu model, kemampuan penjelasannya mencapai 62,1% terhadap keragaman kesejahteraan tenaga kerja. Temuan tersebut memperlihatkan bahwa suasana kerja yang aman dan nyaman, rancangan pekerjaan yang memberikan dukungan, serta pandangan yang optimistis mengenai pekerjaan merupakan unsur penting bagi kualitas kehidupan kerja. Oleh sebab itu, pengelola perlu menjaga sekaligus memperkuat ketiga aspek tersebut agar kondisi kesejahteraan pegawai dapat dipertahankan dan ditingkatkan.

Kata Kunci: kondisi kerja fisik-sosial, rancangan pekerjaan organisasional, pandangan terhadap pekerjaan, kesejahteraan pegawai

Abstract

Employee well-being is closely connected to the quality of everyday work experiences that allow individuals to carry out their responsibilities comfortably and productively. This inquiry evaluates three groups of predictors: the physical setting and interpersonal climate of the workplace, organization-shaped features of employees' roles, and workers' perceptions of their present jobs and future career prospects. Employee well-being at Samudra Supermarket in Madiun City serves as the principal outcome. All 123 staff members were included in the assessment, meaning that no smaller subgroup was selected from the workforce. Empirical responses were obtained through a

Likert-type instrument and subsequently processed in IBM SPSS with a multivariable linear modeling procedure. Separate statistical examinations revealed that each predictor was positively associated with the outcome and reached statistical significance. When entered jointly into one model, these predictors accounted for 62.1% of the observed variability in workforce well-being. The evidence therefore emphasizes the value of providing a secure and comfortable workplace, designing roles that offer adequate organizational resources, and fostering optimistic views regarding employees' occupational futures. Management is consequently expected to preserve and further strengthen these conditions as part of its efforts to sustain workforce welfare.

Keywords: *physical-social workplace conditions, organizational job design, occupational outlook, workforce well-being*

A. INTRODUCTION

Human resources are an important component in achieving organizational goals because organizational performance is closely related to the condition and contribution of employees. Employees' well-being is therefore an important aspect that needs to be considered by organizations. Employees who experience adequate well-being are generally able to work more comfortably, maintain stronger motivation, and develop better relationships with the organization. Conversely, inadequate well-being may be reflected in problems such as inconsistent attendance, work-related discomfort, and other conditions that can interfere with organizational activities.

The importance of employees' well-being can be observed in the working conditions at Samudra Supermarket in Madiun City. Based on the preliminary data presented in the research, employee absenteeism fluctuated during January–April 2025. The absenteeism rate increased from 1.47% in January to 2.26% in March before decreasing to 1.81% in April. In addition, two incidents were recorded during 2024–2025, consisting of an accident during the journey home and a workplace accident in the Josenan Warehouse. These conditions indicate that employee attendance, workplace safety, and working comfort require attention as aspects related to employees' well-being.

One factor that may influence employees' well-being is the Physical and Social Work Environment. This variable concerns the physical conditions of the workplace as well as the social

relationships experienced by employees while carrying out their duties. A supportive work environment can provide employees with a sense of comfort and security, while positive interpersonal relationships can strengthen social support and create a more favorable working atmosphere. The findings underlying this study indicate that social elements in the workplace are associated with employee well-being.

Employees' well-being may also be related to Organizational Characteristics of the Job. Organizational characteristics reflect how work is structured and supported by the organization, including organizational assistance, opportunities to develop employee capabilities, and professional autonomy. Appropriate job characteristics can provide employees with resources that support their ability to perform their duties and maintain their quality of working life. Previous studies cited in the research provide empirical support for the relationship between job characteristics and employee well-being.

Another factor examined in this study is Perspectives on the Job. This variable reflects how employees perceive their current work and its future prospects. Positive perceptions regarding work, opportunities for career development, and confidence in the future of employment may contribute to employees' psychological condition and overall well-being. Previous empirical findings cited in this study also indicate that employees' perceptions of their work and professional future are related to employees' well-being.

Although previous studies have examined relationships between workplace conditions, job characteristics, job perspectives, and employee-related outcomes, the research reviewed in this study shows differences in the focus and context of previous investigations. The novelty of this research lies in examining the cognitive-subjective aspect represented by Perspectives on the Job alongside organizational and workplace factors, while focusing on Employees' Well-Being as a broader outcome that includes employees' mental and psychological well-being rather than focusing solely on job satisfaction.

Based on these considerations, this study aims to examine the effect of Physical and Social Work Environment, Organizational Characteristics of the Job, and Perspectives on the Job on Employees' Well-Being among employees of Samudra Supermarket in Madiun City. Specifically, the study examines whether each of the three independent variables has a positive and significant effect on Employees' Well-Being.

B. METHOD

This study employed a quantitative approach using a survey method to examine the effects of Physical and Social Work Environment, Organizational Characteristics of the Job, and Perspectives on the Job on Employees' Well-Being. The study was conducted among employees of Samudra Supermarket in Madiun City. The population consisted of 123 employees, and the entire population was included as the research sample using a saturated sampling technique.

Data were collected through questionnaires distributed directly to employees and through Google Forms. The questionnaire items were developed based on the indicators of Physical and Social Work Environment, Organizational Characteristics of the Job, Perspectives on the Job, and Employees' Well-Being. The instrument used a four-point Likert scale consisting of Strongly Disagree (1), Disagree (2), Agree (3), and Strongly Agree (4). The use of four response categories eliminated a neutral option and encouraged respondents to indicate a more definite position toward each statement.

Before the data were analyzed, the research instrument was tested for validity and reliability. Validity testing was conducted by comparing the calculated correlation coefficient with the reference value at a 5% significance level, while reliability was assessed using Cronbach's Alpha through SPSS. Strong internal consistency was obtained for all four measurement constructs. Cronbach's Alpha reached 0.927 for the physical-social workplace measure, 0.912 for organization-based job features, 0.890 for employees' occupational outlook, and 0.969 for the employee well-being measure.

Prior to estimating the main model, diagnostic checks examined residual distribution, predictor interdependence, and residual-variance stability. The proposed relationships were then tested through a multivariable linear model containing the three predictors simultaneously. Each predictor's individual contribution was assessed with its t statistic at an alpha criterion of 0.05, while the determination statistic represented the model's explanatory capacity. The equivalent specification was: $EWB = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$, where EWB denotes employee well-being; X_1 , physical and interpersonal workplace conditions; X_2 , organization-related job features; X_3 , employees' job and future outlook; β_0 , the intercept; β_1 – β_3 , estimated predictor parameters; and ε , unexplained variation.

C. RESULTS AND DISCUSSIONS

1. Multiple Linier Regression Analysis

To quantify how workplace conditions, organization-based job features, and employees' occupational outlook relate to workforce well-being, all three predictors were entered jointly into a multivariable model. Their respective contributions were therefore estimated while the remaining predictors were held in the model. Table 1 summarizes the resulting parameter estimates, standard errors, standardized effects, test statistics, and probability values.

Tabel 1. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	-1.422	3.346	–	-0.425	0,46666667
Physical and Social Work Environment	1.041	0,15138889	0,40625	8.138	0.000
Organizational Characteristics of the Job	0,28819444	0,10555556	0,12986111	2.735	0.007
Perspectives on the Job	0,26875	0,11319444	0,10486111	2.372	0.019

Source: Data processed using SPSS (2026)

The regression results show that all three independent variables have positive regression coefficients. Physical and Social Work Environment has the largest standardized coefficient ($\beta = 0.585$), followed by Organizational Characteristics of the Job ($\beta = 0.187$) and Perspectives on the Job ($\beta = 0.151$). These results indicate that improvements in each of the three variables are associated with higher levels of Employees' Well-Being.

2. The Effect of Physical and Social Work Environment on Employees' Well-Being

The results indicate that Physical and Social Work Environment has a positive and significant effect on Employees' Well-Being. The variable has a regression coefficient of 1.041, a t-value of 8.138, and a significance value of 0.000. Since the significance value is below 0.05, H1 is supported. This finding demonstrates that better physical and social working conditions are associated with higher Employees' Well-Being among employees of Samudra Supermarket in Madiun City.

The finding suggests that employee well-being is supported not only by physical workplace conditions but also by the quality of social interactions within the organization. The descriptive analysis in the study shows that several aspects were particularly prominent, including effective information exchange among coworkers, clarity of instructions from supervisors, and harmonious interpersonal relationships that contribute to a pleasant working atmosphere. These conditions indicate that communication, leadership support, and positive interpersonal relationships are important aspects of employees' working experience.

The result is also relevant to the research gap identified in the study. Previous research cited in the thesis examined workplace environment in relation to outcomes such as job satisfaction and employee performance, whereas this study specifically examines its relationship with Employees' Well-Being. Thus, the present finding provides empirical evidence regarding the importance of the physical and social work environment in supporting employee well-being in the retail sector.

3. The Effect of Organizational Characteristics of the Job on Employees' Well-Being

Organizational Characteristics of the Job also has a positive and significant effect on Employees' Well-Being. The variable produces a regression coefficient of 0.415, a t-value of 2.735, and a significance value of 0.007. Because the significance value is below 0.05, H2 is supported. Therefore, organizational characteristics that provide appropriate support and opportunities for employees contribute positively to their well-being.

The descriptive findings indicate that several aspects were particularly prominent, including the company's attention to supporting work facilities, organizational support, and opportunities for employees to develop their abilities and competencies. These findings suggest that employees' well-being is influenced by how the organization structures and supports their work. A supportive organizational structure can help employees carry out their responsibilities while also providing opportunities for personal and professional development.

This finding strengthens the empirical evidence concerning the role of organizationally shaped job characteristics in employee well-being. The study specifically examines Organizational Characteristics of the Job, including organizational policies, role-related aspects, support, and opportunities for development, as a predictor of Employees' Well-Being.

4. The Effect of Perspectives on the Job on Employees' Well-Being

Perspectives on the Job has a positive and significant effect on Employees' Well-Being. The regression coefficient is 0.387, with a t-value of 2.372 and a significance value of 0.019. Since the significance value is below 0.05, H3 is supported. This result indicates that more positive employee perceptions regarding their work and future prospects are associated with higher Employees' Well-Being.

The descriptive analysis identifies opportunities to improve work skills, opportunities for promotion, and professional development as prominent aspects of employees' positive perspectives toward their jobs. These findings suggest that employees' perceptions of career development and future opportunities can contribute to a more positive experience of work. When

employees perceive that their current jobs provide opportunities for growth and advancement, they may develop a more positive orientation toward their work, which is reflected in their overall well-being.

The finding also supports the conceptual framework of the study, which positions Perspectives on the Job as one of the factors associated with Employees' Well-Being alongside workplace conditions and organizational job characteristics.

5. Coefficient of Determination

The coefficient of determination indicates that the regression model has an R Square value of 0.621. This means that Physical and Social Work Environment, Organizational Characteristics of the Job, and Perspectives on the Job collectively explain 62.1% of the variation in Employees' Well-Being, while the remaining 37.9% is associated with other factors outside the model. The model also has an R value of 0.788 and a standard error of the estimate of 3.246.

The R^2 value demonstrates that the three variables examined in this study provide a substantial contribution to explaining Employees' Well-Being among employees of Samudra Supermarket in Madiun City. At the same time, the remaining 37.9% indicates that other factors outside the current research model may also contribute to employees' well-being.

D. CONCLUSIONS

The findings of this study demonstrate that Physical and Social Work Environment, Organizational Characteristics of the Job, and Perspectives on the Job have positive and significant effects on Employees' Well-Being among employees of Samudra Supermarket in Madiun City. Physical and Social Work Environment has the strongest contribution among the three variables, indicating that a comfortable and safe working environment supported by positive relationships among employees and supervisors plays an important role in improving employee well-being. Organizational Characteristics of the Job also contribute positively through organizational support, clarity of work responsibilities, and opportunities for employees to develop their abilities. Furthermore, Perspectives on the Job positively contributes to Employees' Well-Being,

particularly through positive perceptions of work, career development opportunities, and confidence in future employment. Collectively, the three variables explain 62.1% of the variation in Employees' Well-Being, indicating that they constitute important aspects in supporting employee well-being at Samudra Supermarket.

The study is subject to limitations because it was conducted on employees of only one retail organization, namely Samudra Supermarket in Madiun City, and focused on three independent variables. Therefore, the findings may not fully represent employees' well-being in organizations with different characteristics or business sectors. Other factors outside the research model may also contribute to Employees' Well-Being, as indicated by the remaining 37.9% of unexplained variation.

E. SUGGESTIONS

Samudra Supermarket is encouraged to maintain and improve a comfortable and safe working environment, strengthen communication and relationships between employees and supervisors, clarify work responsibilities, provide organizational support, and create opportunities for employee competency and career development. The organization should also provide appreciation and feedback for employees' work and pay attention to employees' working conditions rather than focusing solely on target achievement. Employees are encouraged to maintain positive relationships with coworkers and supervisors, communicate effectively, support one another, utilize opportunities for skill development, and maintain a positive perspective toward their work.

Future researchers are encouraged to examine additional factors related to Employees' Well-Being, such as work-life balance, professional satisfaction, compensation, leadership style, and workload. Further studies may also involve different companies or business sectors, larger samples, and broader research coverage to provide a more comprehensive understanding of Employees' Well-Being across different organizational characteristics.

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