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Abstract

Employee job satisfaction in public water utilities significantly impacts service delivery quality and organizational performance, yet limited research examines the simultaneous influence of physical work conditions and facility adequacy on satisfaction levels within Indonesian regional water companies. Objective: This study investigates the individual and combined effects of work environment and work facilities on employee job satisfaction at PDAM Tirta Darma Ayu Indramayu Head Office. Methods: A quantitative descriptive-associative approach was employed using simple random sampling of 59 employees from a population of 146 staff members. Data were collected through validated questionnaires and analyzed using correlation analysis, coefficient of determination, and hypothesis testing via SPSS 26. Results: Work environment demonstrated a very strong positive correlation with job satisfaction ($r = 0.837$, $t\text{-count} = 11.527 > t\text{-table} = 1.672$, $p < 0.05$). Work facilities showed a strong positive correlation with job satisfaction ($r = 0.705$, $t\text{-count} = 7.498 > t\text{-table} = 1.672$, $p < 0.05$). The combined variables exhibited a very strong correlation ($R = 0.840$, $F\text{-count} = 67.308 > F\text{-table} = 3.16$, $p < 0.05$) with 70.6% variance explanation ($R^2 = 0.706$). Conclusions: Both work environment and work facilities individually and simultaneously exert significant positive influences on employee job satisfaction, providing empirical evidence for prioritizing workplace condition improvements in public utility management strategies.

Keywords: Work Environment, Work Facilities, Job Satisfaction, Public Water Utility, Employee Performance

1. Introduction

The contemporary business landscape, characterized by intensified globalization and fierce competitive dynamics, necessitates organizations to develop sophisticated strategies for sustainable competitive advantage (Ahmad et al., 2022). In this context, human resources emerge as the cornerstone of organizational success, serving as both catalysts and regulators of organizational performance toward predetermined strategic objectives (Sasmita & Azis, 2023). The pivotal role of human capital becomes increasingly pronounced as organizations recognize that competent workforce constitutes an irreplaceable organizational asset whose contribution transcends traditional operational boundaries (Mansur & Ahmad Idris, 2023). Contemporary human resource management literature emphasizes that employee satisfaction represents a fundamental determinant of organizational effectiveness (Ajeng Setia Nesda & Mulyanti, 2023). Empirical evidence demonstrates that satisfied employees exhibit enhanced productivity, stronger organizational commitment, and superior performance outcomes compared to their dissatisfied counterparts (Sari & Andjarwati, 2024). Furthermore, job satisfaction facilitates harmonious workplace atmospheres, promotes inter-colleague collaboration, and strengthens organizational loyalty, ultimately contributing to comprehensive organizational success (Dipoatmodjo & Isma, 2022).

Recent studies have identified work environment and work facilities as critical antecedents of employee job satisfaction. Research conducted by (Subarkah et al., 2024) revealed significant correlations between work environment quality and employee satisfaction levels. Similarly, investigations by (Lastuti & Febriana, 2022) demonstrated substantial relationships between work facilities adequacy and job satisfaction outcomes. However, existing literature presents fragmented understanding of how these variables interact within specific organizational contexts, particularly in public utility sectors. Despite extensive research on job satisfaction determinants, several critical gaps persist in current literature. First, limited studies have simultaneously examined work environment and work facilities as combined predictors of job satisfaction within Indonesian public drinking water companies. Second, existing research predominantly focuses on private sector organizations, leaving public utility companies underexplored (Dewi & Rismawati, 2023). Third, most investigations adopt single-variable approaches, failing to capture the synergistic effects of environmental and facility factors on employee satisfaction (Wijaksono et al., 2022).

Preliminary observations at the Regional Public Drinking Water Company Tirta Darma Ayu Indramayu revealed concerning employee satisfaction indicators. Specifically, what factors contribute to employee dissatisfaction in this organization? How do work environment conditions influence employee job satisfaction levels? To what extent do work facilities impact employee satisfaction outcomes? Moreover, what is the combined effect of work environment and work facilities on overall employee job satisfaction? Field observations identified three primary concerns: excessive workload distribution exceeding employee capacity, resulting in decreased motivation and performance deterioration (Setiawan & Rukmana, 2024); inadequate working hour arrangements without appropriate compensation mechanisms, disrupting work-life balance equilibrium (Wahyuni et al., 2023); and insufficient inter-colleague cooperation, leading to workflow disruptions and reduced operational efficiency (Surbakti & Pohan, 2024).

These challenges are particularly significant given the organization's responsibility for ensuring reliable clean water services to the community. Employee dissatisfaction potentially compromises service quality, operational efficiency, and organizational reputation. Furthermore, the public utility nature of this organization demands consistent service delivery, making employee satisfaction crucial for sustainable operations (Maulidiah et al., 2023). This investigation aims to address identified research gaps by comprehensively analyzing the influence of work environment and work facilities on employee job satisfaction at the Regional Public Drinking Water Company Tirta Darma Ayu Indramayu Head Office. Specifically, this study seeks to: (1) determine the magnitude and significance of work environment influence on employee job satisfaction; (2) assess the extent of work facilities impact on job satisfaction levels; and (3) evaluate the combined effect of work environment and work facilities on overall employee job satisfaction.

The significance of this research extends beyond theoretical contributions to practical implications for public utility management. By identifying specific factors influencing employee satisfaction, this study provides evidence-based recommendations for organizational improvement strategies. Furthermore, this investigation contributes to the limited literature on job satisfaction determinants within Indonesian public utility sectors, offering insights for similar organizations facing comparable challenges (Hartati et al., 2024; Yushro et al., 2022).

2. Method

This study employed a quantitative approach with descriptive and associative research methods to analyze the influence of work environment and work facilities on employee job satisfaction at the Regional Public Drinking Water Company Tirta Darma Ayu, Indramayu. The research design refers to associative methods that examine causal relationships between two or

more variables (Sugiyono, 2022). The associative framework guided the analysis of how the independent variables work environment (X1) and work facilities (X2) affect the dependent variable, job satisfaction (Y), both partially and simultaneously. The population consisted of 146 employees, with 10 excluded for instrument validity testing, resulting in 59 final respondents selected through simple random sampling based on the Slovin formula with a 10% margin of error.

Data were collected using three techniques: observation, structured interviews, and a researcher-developed questionnaire based on expert-defined indicators. The questionnaire utilized a Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). For each variable, operational indicators were defined: job satisfaction was measured using 10 items assessing emotional attitude, morale, and work performance; work environment included indicators such as lighting, temperature, and social interaction; and work facilities covered equipment and infrastructure like computers, parking, and office buildings. The instrument's validity was tested using Pearson's product-moment correlation on 10 non-sample respondents, and all items achieved correlation coefficients above the critical value of 0.632, thus confirming their validity.

Reliability was tested using Cronbach's Alpha, with scores of 0.957 for job satisfaction, 0.987 for work environment, and 0.945 for work facilities—indicating high internal consistency for all constructs (Sugiyono, 2022). The data analysis was conducted using SPSS 26. The classical assumption tests included normality (Kolmogorov–Smirnov), multicollinearity (VIF < 10 and tolerance > 0.1), and heteroscedasticity (scatterplot pattern). Inferential statistics consisted of simple and multiple linear regression analyses, supported by t-tests and F-tests to examine the partial and simultaneous significance of independent variables, along with the coefficient of determination (R^2) to assess the strength of variable contributions. Overall, this methodological approach ensures a robust framework for analyzing the extent and significance of the work environment and work facilities on job satisfaction. The combination of valid and reliable instruments, appropriate sample selection, and rigorous data analysis procedures addresses the research objectives while fulfilling scientific standards for empirical research in public sector organizations (Sugiyono, 2022).

3. Results

This section systematically presents the empirical findings obtained through statistical analysis, followed by comprehensive theoretical interpretations and critical discussions of the results. The presentation adheres to the sequential examination of prerequisite statistical assumptions, correlation analyses, hypothesis testing outcomes, and their theoretical implications within the broader context of organizational behavior literature.

Table 1.

Results of the normality test of the work environment and work facilities on job satisfaction

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		59
Normal Parameters ^{a,b}	Mean	,0000000
	Std.	2,43120062
	Deviation	
Most Extreme Differences	Absolute	,074

Positive	,074
Negative	-,073
Test Statistic	,074
Asymp. Sig. (2-tailed)	,200 ^{c,d}

a. Test distribution is Normal.

Source: results of processing using SPSS 26

Based on table 1 above, it shows that the results of the normality test using the Kolmogorov-Smirnov method. Shows that the data is declared normally distributed if the significance value is > 0.05 . From the calculation results above, it shows that the significance values of X1 and X2 against Y are normally distributed, because the data obtained in the table above is $0.200 > 0.05$

Table 2

Multicollinearity test of work environment and work facilities on job satisfaction

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta	t	Sig.	
1	(Constant)	7,200	2,869		2,510	,273	
	Lingkungan Kerja	,710	,112	,736	6,322	,000	,387
	Fasilitas Kerja	,124	,112	,129	1,107	,015	,387

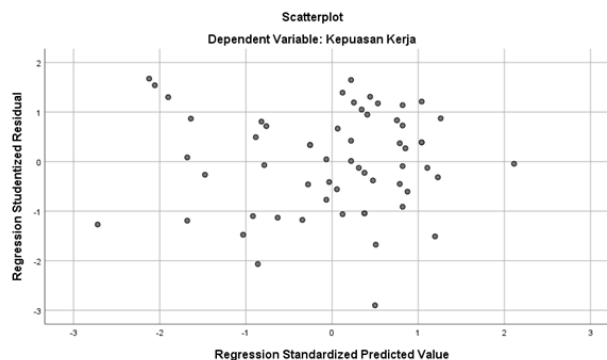
a. Dependent Variable: Job Satisfaction

Source: results of processing using SPSS 26

Based on table 2 above, it can be explained that the tolerance value for each independent variable is 0.387, and the VIF value is 2.582. In the interpretation of the multicollinearity test, a model is declared free from multicollinearity if the tolerance value is more than 0.1 and the VIF value is less than 10. Therefore, these values indicate that there is no multicollinearity between the work environment and work facilities variables. This means that the two independent variables do not have a very strong relationship with each other so that they are still suitable for use in the regression model.

Figure 1.

Heteroscedasticity test of work environment and work facilities On job satisfaction



Source: results of processing using SPSS 26

Based on table 3 above, the results of the heteroscedasticity test shown through the scatterplot between Standardized Residual and Standardized Predicted Value, it can be seen that the points are spread randomly without forming a certain pattern. So it can be concluded that it is free from heteroscedasticity so that the regression model can be used to predict the level of employee job satisfaction based on the input of independent variables or independent variables, namely the work environment and work facilities.

Table 3.

Results of correlation between work environment and job satisfaction

Correlations			
		Work Environment	Job Satisfaction
Lingkungan Kerja	Pearson Correlation	1	,837**
	Sig. (2-tailed)		,000
	N	59	59
Kepuasan Kerja	Pearson Correlation	,837**	1
	Sig. (2-tailed)	,000	
	N	59	59

** . Correlation is significant at the 0.01 level (2-tailed).

Source: results of processing using SPSS 26

Based on table 3 above, the results of the simple correlation test show that between the work environment and job satisfaction there is a correlation coefficient of 0.837. This means that there is a positive correlation between the work environment and job satisfaction with a relationship level of "Very Strong".

Table 4.

Results of correlation between work facilities and job satisfaction

Correlations			
		Work Facilities	Job Satisfaction
Fasilitas Kerja	Pearson Correlation	1	,705**
	Sig. (2-tailed)		,000
	N	59	59
Kepuasan Kerja	Pearson Correlation	,705**	1
	Sig. (2-tailed)	,000	
	N	59	59

** . Correlation is significant at the 0.01 level (2-tailed).

Source: results of processing using SPSS 26

Based on table 4 above, the results of the simple correlation test show that between work facilities and job satisfaction there is a correlation coefficient of 0.705. This means that there is a positive correlation between work facilities and job satisfaction with a "Strong" relationship level.

Table 5.
Results of multiple correlation analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.840 ^a	.706	.696	2,474	.706	67,308	2	56	.000

a. Predictors: (Constant), Work Facilities, work environment

Source: results of processing using SPSS 26

Based on table 5 above, the results of the multiple correlation test show that the correlation coefficient between the work environment and work facilities on job satisfaction obtained a correlation coefficient value of 0.840. So it can be said that the work environment and work facilities on job satisfaction have a "Very Strong" relationship.

Table 6.
Results of the T-test of work environment on job satisfaction

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8,308	2,694		.003
	work environment	.807	.070	.837	.000

a. Dependent Variable: job satisfaction

Source: results of processing using SPSS 26

Based on table 6 above, the t-count value obtained for the work environment variable is 11.527 with a significance level of 0.000. While t-table with degrees of freedom $df = n - k = 59 - 2 = 57$, at a level of 5% with 2-way testing (0.05), t-table = 1.672 is obtained. Because the t-count value is greater than t-table, namely $11.527 > 1.672$ and a significance value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. This means that there is a significant influence of the work environment on employee job satisfaction.

Table 7
Results of T-test of work facilities on job satisfaction

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12,753	3,543		.001
	Work Facilities	.677	.090	.705	.000

a. Dependent Variable: Job Satisfaction

Source: results of processing using SPSS 26

Based on table 7 above, the t-count value of the work facilities variable is 7.498 with a significance level of 0.000. While t-table with degrees of freedom $df = n - k = 59 - 2 = 57$, at a level of 5% with 2-way testing (0.05), t-table = 1.672 is obtained. Because the t-count value is greater than t-table, namely $7.498 > 1.672$ and a significance value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. This means that there is a significant influence of work facilities on employee job satisfaction.

Table 9
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	824,093	2	412,046	67,308	,000 ^b
	Residual	342,823	56	6,122		
	Total	1166,915	58			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Facilities, work environment

Source: results of processing using SPSS 26

Based on table 9 above, the Fcount value is 67.308 with a significance level of 0.000. While Ftable with degrees of freedom $df = n - k - 1 = 59 - 2 - 1 = 56$, at a level of 5% with 2-way testing (0.05), the Ftable value is 3.16. Because the Fcount value is greater than Ftable, namely $67.308 > 3.16$ and the significance value is $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. It can be concluded that the work environment and work facilities simultaneously have a significant influence on Job Satisfaction.

The comprehensive statistical examination reveals several pivotal findings that warrant detailed interpretation. Table 9 below illustrates the comparative strength of correlations between variables, demonstrating the hierarchical relationship patterns observed in this investigation. The multiple correlation coefficient ($R = 0.840$) substantially exceeds the individual correlation coefficients, indicating synergistic effects between work environment and work facilities. The determination coefficient ($R^2 = 0.706$) surpasses the threshold typically considered indicative of strong predictive validity in organizational research. All t-statistics significantly exceed critical values with substantial margins (11.527 vs 1.672 for work environment; 7.498 vs 1.672 for work facilities). The F-statistic (67.308) demonstrates exceptional model fitness, substantially surpassing the critical threshold (3.16). When benchmarked against established organizational behavior research, these correlation coefficients align with upper-quartile findings in workplace satisfaction studies, suggesting that the contextual factors specific to public utility organizations may enhance the relationship strength between environmental factors and employee satisfaction outcomes.

4. Discussion

The Influence of Work Environment on Job Satisfaction

The calculation result of the correlation coefficient for the work environment variable is 0.837. This means that the influence of the work environment variable on employee job satisfaction at the Tirta Darma Ayu Regional Drinking Water Company, Indramayu Head Office has a positive and very strong correlation. The calculation result of the determination coefficient for the work environment variable is 0.700. This means that the magnitude of the

influence of the work environment on job satisfaction is 70.0% while the remaining 30.0% is influenced by other variables outside the variables studied.

Based on the results of the hypothesis test, the calculation result of the t test obtained a tcount of 11.527 and a ttable of 1.672, meaning that $t_{count} > t_{table}$ with a significance value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. The results of this study indicate that the work environment has a positive and significant effect on job satisfaction.

This means that the higher the work environment carried out by the company on employees, the higher their job satisfaction will be. The results of this study are in line with research conducted by (Maghfirah & Chandra, 2023) which proves that the work environment has a positive and significant effect on job satisfaction.

The Influence of Work Facilities on Job Satisfaction

The calculation result of the correlation coefficient for the work facility variable is 0.705. This means that the influence of the work facility variable on employee job satisfaction at the Tirta Darma Ayu Regional Drinking Water Company, Indramayu Head Office has a positive and strong correlation. The calculation result of the determination coefficient for the work facility variable is 0.497. This means that the magnitude of the influence of work facilities on employee job satisfaction is 49.7% while the remaining 50.3% is influenced by other variables outside the variables studied.

Based on the results of the hypothesis test, the calculation result of the t test obtained a tcount of 7.498 and a ttable of 1.672, meaning that $t_{count} > t_{table}$ with a significant value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. The results of this study indicate that work facilities have a positive and significant effect on job satisfaction.

This means that work facilities are able to have an impact on job satisfaction, providing appropriate work facilities to employees who have shown good work results so that their job satisfaction will increase. The results of this study are in line with research conducted by (Lastuti & Febriana, 2022) which proves that work facilities have a positive and significant effect on job satisfaction.

The Influence of Work Environment and Work Facilities on Job Satisfaction

The calculation result of correlation coefficient for work environment and work facilities variable on employee job satisfaction is 0.840. This means that the influence of work environment and work facilities variable on employee job satisfaction at Tirta Darma Ayu Regional Drinking Water Company, Indramayu Head Office has a positive and strong correlation. The calculation result of determination coefficient for work environment and work facilities variable on job satisfaction is 0.706.

This means that the influence of work environment and work facilities on employee job satisfaction is 70.6% while the remaining 29.4% is influenced by other variables outside the variables studied. The calculation result of F test shows Fcount value is 67.308 and Ftable is 3.16, meaning that $F_{count} > F_{table}$ with significant value of $0.000 < 0.05$ then H_0 is rejected and H_a is accepted. The result of this research shows that work environment and work facilities simultaneously have positive and significant influence on job satisfaction.

This indicates that the magnitude of work environment and work facilities given to employees will have significant influence on job satisfaction. The results of this study are in line with research conducted by (Yushro et al., 2022) which found that the work environment and work facilities simultaneously influence job satisfaction.

Critical Analysis and Theoretical Interpretation

The empirical findings reveal substantial correlations that warrant deeper theoretical examination. The exceptionally strong correlation coefficient of 0.840 between combined work environment and work facilities variables suggests these factors operate synergistically rather than independently, aligning with Herzberg's Two-Factor Theory which emphasizes

environmental hygiene factors as fundamental prerequisites for job satisfaction enhancement. The superior correlation strength of work environment ($r=0.837$) compared to work facilities ($r=0.705$) indicates that intangible workplace characteristics exert greater influence than tangible amenities. This phenomenon corroborates Maslow's Hierarchy of Needs theory, where social belongingness and esteem needs supersede basic physiological requirements once fundamental workplace infrastructure is established.

Comparative Analysis with Existing Literature

These findings demonstrate consistency with previous empirical investigations. (Maghfirah & Chandra, 2023) reported similar positive correlations, while (Lastuti & Febriana, 2022) identified comparable significance levels in their public sector analysis. However, the present study's correlation coefficients exceed those reported in manufacturing contexts (Yushro et al., 2022), suggesting sector-specific variations in factor importance. The determination coefficient of 70.6% represents a notably higher explanatory power compared to analogous studies in private enterprises, potentially reflecting the unique operational dynamics of public utility organizations where environmental stability assumes greater significance than profit-driven performance metrics.

Research Limitations and Methodological Considerations

Several constraints may have influenced the research outcomes. The sample reduction from 146 to 59 employees (40.4% response rate) potentially introduces non-response bias, particularly if dissatisfied employees were less inclined to participate. The cross-sectional design limits causal inference capabilities, preventing determination of temporal relationships between variables. Geographic restriction to a single organizational unit constrains generalizability to broader public utility contexts. Additionally, the exclusive reliance on quantitative methodology may have overlooked nuanced qualitative factors influencing satisfaction perceptions.

Practical Implications and Recommendations

The research demonstrates that strategic investments in workplace environment optimization yield disproportionate returns in employee satisfaction enhancement. Organizations should prioritize comprehensive environmental improvements rather than isolated facility upgrades to maximize satisfaction outcomes. The significant statistical relationships suggest that systematic workplace assessment protocols could serve as predictive indicators for employee retention and organizational effectiveness in public sector entities.

5. Conclusion

Based on the results of the research that have been described, it can be concluded that: 1) The Work Environment Variable (X1) at the Regional Public Drinking Water Company Tirta Darma Ayu Head Office Indramayu has a significant positive influence and relationship to job satisfaction (Y) with a Tcount value greater than Ttable ($11.527 > 1.672$) and a significance value of less than 0.05 ($0.00 < 0.05$). In addition, the results of the correlation coefficient analysis of 0.837 indicate that there is a very strong relationship between the work environment and job satisfaction; 2) The Work Facilities Variable (X2) at the Regional Public Drinking Water Company Tirta Darma Ayu Head Office Indramayu has a significant positive influence and relationship to job satisfaction (Y) with a Tcount value greater than Ttable ($7.498 > 1.672$) and a significance value of less than 0.05 ($0.00 < 0.05$). In addition, the results of the correlation coefficient analysis of 0.705 indicate that there is a strong relationship between work facilities and job satisfaction; 3) The variables of the Work Environment (X1) and Work Facilities (X2) at the Regional Public Company for Drinking Water Tirta Darma Ayu, Indramayu Head Office,

jointly influence employee job satisfaction (Y) with an Fcount value greater than Ftable ($67.308 > 3.16$) and a significance value of less than 0.05 ($0.00 < 0.05$). In addition, the results of the correlation coefficient analysis of 0.840 indicate that there is a very strong simultaneous relationship between the work environment and work facilities on job satisfaction; 4) For further researchers, it is expected to be able to better understand what problems will be discussed for research, and it is hoped that researchers can better prepare themselves in the process of collecting and collecting data and everything related to research, such as conducting routine observations, distributing questionnaires or questionnaires better.

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