

ENHANCING EMPLOYEE SATISFACTION THROUGH A SUPPORTIVE WORK ENVIRONMENT

AZIZAM, M. A. F.¹ – ALI, S. A. M.² – YUNUS, N. M.³ – JAILANI, S. F. A. K.⁴ – SAID, N. A.⁴

¹ *Teleplex Solutions Sdn Bhd, Selangor, Malaysia.*

² *Department of Marketing and Entrepreneurship Studies, Universiti Teknologi MARA,
Selangor, Malaysia.*

³ *Department of International Business and Management Studies, Universiti Teknologi MARA,
Selangor, Malaysia.*

⁴ *Department of Technology and Supply Chain Management Studies, Universiti Teknologi
MARA, Selangor, Malaysia.*

**Corresponding author
e-mail: syukrina[at]uitm.edu.my*

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Abstract. This study examined the influence of a supportive work environment on employee satisfaction among employees at Yayasan Pelajaran MARA (YPM), Kuala Lumpur. Specifically, the study investigated the effects of physical, psychological, and social workplace factors on employee satisfaction. A quantitative correlational research design was employed, and data were collected using questionnaires distributed through convenience sampling. A total of 79 usable responses were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. Descriptive, reliability, and multiple regression analyses were performed to examine the relationships among the variables. The findings revealed that the regression model explained 68.4% of the variance in employee satisfaction. The social aspect emerged as the strongest predictor of employee satisfaction, followed by the physical aspect, while the psychological aspect did not demonstrate a significant relationship. The findings suggest that supportive workplace relationships, effective communication, teamwork, and conducive physical working conditions play important roles in enhancing employee satisfaction. This study provides practical insights for organizations seeking to strengthen workplace strategies, employee well-being, and organizational effectiveness through supportive work environments.

Keywords: *work environment, employee satisfaction, physical aspect, psychological aspect, social aspect*

Introduction

Employee satisfaction has become a critical concern for organizations because it influences employee commitment, motivation, productivity, and overall organizational performance. Employees who are satisfied with their work are more likely to demonstrate positive attitudes, higher engagement, and stronger organizational loyalty, whereas dissatisfaction may lead to reduced performance, absenteeism, and turnover intentions. As organizations continue to face increasing workplace demands and changing employee expectations, creating a supportive work environment has become an important strategy for enhancing employee well-being and sustaining organizational effectiveness. Recent studies have highlighted that workplace conditions, including physical facilities, interpersonal relationships, communication practices, and emotional support, significantly contribute to employees' workplace experiences and satisfaction (Suriadi et al., 2023). Furthermore, a supportive work environment may strengthen organizational culture, improve employee retention, encourage innovation, and enhance

overall organizational performance (Baidoo et al., 2023). Conversely, unfavorable workplace conditions may negatively affect employees' motivation, well-being, and job performance, thereby undermining organizational effectiveness (Zhenjing et al., 2022; Briner, 2000).

The work environment is commonly conceptualized as a multidimensional construct comprising physical, psychological, and social aspects that collectively shape employees' workplace experiences. While previous studies have consistently reported a significant relationship between work environment and employee satisfaction across various organizational settings (Purnama and Josephine, 2024; Soelistya et.al, 2024), findings regarding the relative influence of different workplace dimensions remain inconclusive, particularly within public sector organizations (Riant and Krisnandi, 2023). Moreover, empirical studies examining the combined effects of physical, psychological, and social workplace environments on employee satisfaction in the Malaysian public sector remain limited. Given the unique organizational structure and work practices of public sector institutions, understanding how these workplace dimensions contribute to employee satisfaction is essential for developing effective workplace strategies. Therefore, this study investigates the influence of physical, psychological, and social workplace environments on employee satisfaction among employees of Yayasan Pelajaran MARA (YPM) in Kuala Lumpur.

Literature review

Employee satisfaction refers to employees' overall evaluation of their work experiences and the extent to which their expectations and needs are fulfilled within the organization. High levels of employee satisfaction are associated with greater motivation, organizational commitment, productivity, and employee retention) Conversely, dissatisfaction may result in burnout, absenteeism, and reduced performance, ultimately affecting organizational effectiveness (Foanto et al., 2020). Therefore, employee satisfaction remains an important outcome variable in organizational behavior research. The work environment encompasses the physical, psychological, and social conditions under which employees perform their work responsibilities. Previous studies have demonstrated that workplace conditions influence employees' well-being, productivity, and job satisfaction (Anaba and Segbenya, 2025). A supportive work environment can enhance employee engagement, motivation, and retention, whereas unfavorable workplace conditions may contribute to stress, dissatisfaction, and reduced performance (Na and Chelliah, 2022; Zhenjing et al., 2022). Among the various dimensions of the work environment, physical, psychological, and social aspects are frequently identified as key factors influencing employees' workplace experiences and satisfaction. Therefore, examining these dimensions provides a comprehensive understanding of how workplace conditions contribute to employee satisfaction.

Physical aspect and employee satisfaction

The physical aspect refers to workplace conditions such as lighting, temperature, ventilation, workspace layout, cleanliness, equipment, and workplace safety. Physical workplace conditions influence employees' comfort, well-being, and ability to perform their work effectively (Taheri et al., 2020). Employees who work in safe, comfortable, and well-equipped environments are more likely to experience higher levels of

motivation, concentration, and workplace satisfaction (Kanti and Purnomo, 2024). Conversely, inadequate workplace facilities and unfavorable physical conditions may negatively affect employees' performance and overall workplace experiences (Ogbonnia, 2021). Therefore, favorable physical workplace conditions are expected to enhance employee satisfaction. (H1): There is a positive relationship between the physical aspect and employee satisfaction.

Psychological aspect and employee satisfaction

The psychological aspect refers to employees' emotional and mental experiences in the workplace, including workplace stress, emotional support, psychological safety, and organizational support (Oakman et al., 2020; Obrenovic et al., 2020). Previous studies generally suggest that supportive psychological workplace conditions contribute positively to employee well-being, work engagement, and job satisfaction (Na and Chelliah, 2022). However, the influence of psychological factors may vary across organizational contexts due to differences in organizational culture, work characteristics, and employees' coping mechanisms. Therefore, further investigation is required to better understand the role of psychological workplace conditions in shaping employee satisfaction. Accordingly, this study proposes the following hypothesis: (H2): There is a positive relationship between the psychological aspect and employee satisfaction.

Social aspect and employee satisfaction

The social aspect refers to interpersonal relationships, communication, teamwork, and social interactions among employees and supervisors in the workplace. A supportive social work environment characterized by positive communication, coworker support, and effective teamwork contributes to employees' sense of belonging, emotional well-being, and job satisfaction (Holland and Collins, 2022). Previous studies have shown that employees who experience positive workplace relationships are more likely to demonstrate higher organizational commitment and satisfaction, whereas workplace conflict and poor communication may negatively affect workplace experiences (Long et al., 2022). Therefore, positive social workplace conditions are expected to enhance employee satisfaction. Accordingly, the following hypothesis is proposed: (H3): There is a positive relationship between the social aspect and employee satisfaction.

Conceptual framework

Drawing on previous studies of the workplace environment and employee satisfaction, this study proposes a conceptual framework in which the physical, psychological, and social aspects of the work environment serve as predictors of employee satisfaction. The framework assumes that supportive workplace conditions enhance employees' workplace experiences, motivation, and well-being, which subsequently contribute to higher levels of satisfaction. By examining these three dimensions simultaneously, the framework provides a comprehensive understanding of the workplace factors that influence employee satisfaction among employees at Yayasan Pelajaran MARA (YPM). The framework also serves as the basis for testing the proposed hypotheses regarding the influence of workplace environment dimensions on employee satisfaction.

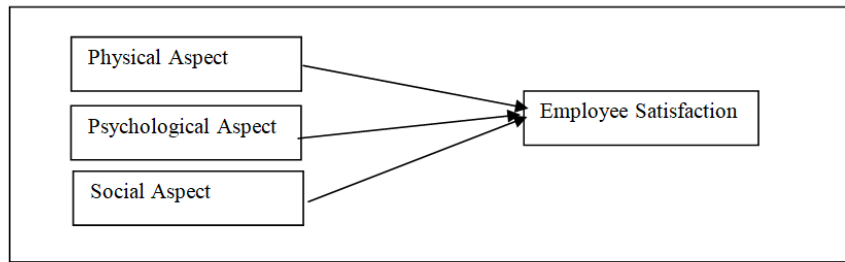


Figure 1. Conceptual framework.

Materials and Methods

This study employed a quantitative correlational research design to examine the influence of a supportive work environment on employee satisfaction among employees at Yayasan Pelajaran MARA (YPM), Kuala Lumpur. The study investigated three dimensions of the work environment, namely physical, psychological, and social aspects, as the independent variables, while employee satisfaction served as the dependent variable. Convenience sampling was employed due to accessibility and time constraints. Multiple regression analysis, the minimum sample size was calculated using the formula $n = 50 + 8m$, where m represents the number of independent variables. With three independent variables included in this study, the minimum required sample size was 74 respondents. A total of 127 questionnaires were distributed, and 79 usable responses were successfully collected and analyzed, exceeding the recommended minimum sample size.

Data were collected using a structured questionnaire adapted from previous studies on work environment and employee satisfaction. The questionnaire consisted of five sections. Section A collected respondents' demographic information, while Sections B, C, and D measured the physical, psychological, and social aspects of the work environment, respectively. Section E measured employee satisfaction. All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure content validity, the questionnaire was reviewed by an academic expert in the field prior to data collection. Reliability analysis was subsequently conducted using Cronbach's Alpha, with all constructs exceeding the recommended threshold of 0.70, indicating satisfactory internal consistency. Participation in the study was voluntary, and respondents were assured that their responses would remain anonymous and confidential. The study was conducted in accordance with ethical research principles and received approval from the Faculty of Business and Management Research Ethics Committee, Universiti Teknologi MARA.

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. Descriptive analysis was used to summarize respondents' demographic characteristics, while reliability and normality analyses were conducted to assess the suitability of the data. Multiple regression analysis was then performed to examine the influence of the physical, psychological, and social aspects of the work environment on employee satisfaction.

Results and Discussion

Reliability and normality analysis

Reliability and normality analyses were performed prior to conducting the regression analysis. The reliability results demonstrated that all constructs achieved acceptable to excellent internal consistency, with Cronbach's Alpha values of 0.849 for the physical aspect, 0.953 for the psychological aspect, 0.897 for the social aspect, and 0.836 for employee satisfaction, all exceeding the recommended threshold of 0.70. Furthermore, normality assessment based on skewness and kurtosis values showed that all variables fell within the acceptable range of ± 3 , indicating that the assumption of normality was satisfied and that the data were appropriate for parametric statistical procedures. As shown in *Table 1*, all constructs demonstrated satisfactory reliability and normal distribution characteristics, supporting the use of multiple regression analysis in the subsequent stage of data analysis.

Table 1. *Reliability and normality statistics.*

Variable	Cronbach's Alpha	Skewness	Kurtosis
Physical Aspect	0.849	0.222	-0.359
Psychological Aspect	0.953	-0.568	-0.947
Social Aspect	0.897	-0.537	0.244
Employee Satisfaction	0.836	0.001	-0.942

Descriptive Analysis

Table 2 presents the demographic profile of the respondents. The majority of respondents were aged between 36 and 40 years (32.9%), married (68.4%), and held a bachelor's degree (51.9%). The largest occupational group comprised administrative staff (35.4%), followed by technical staff (24.1%). Most respondents had between 6 and 10 years of working experience (32.9%), indicating substantial exposure to organizational practices and workplace environments. The diversity of respondents in terms of educational background, salary levels, job positions, and work experience provides a broad representation of employees within Yayasan Pelajaran MARA (YPM), thereby enhancing the robustness of the study findings.

Table 2. *Demographic profile of respondents.*

Characteristic	Category	Frequency (n)	Percentage (%)
Age	Below 25 years	4	5.1
	25–30 years	15	19.0
	31–35 years	17	21.5
	36–40 years	26	32.9
	41–45 years	8	10.1
	46–50 years	5	6.3
	Above 51 years	4	5.1
Marital Status	Single	21	26.6
	Married	54	68.4
	Divorced	4	5.1
Educational Qualification	SPM	5	6.3
	Diploma	18	22.8
	Bachelor's Degree	41	51.9
	Master's Degree	15	19.0
	PhD	0	0.0
Monthly Salary (RM)	Below 2,000	10	12.7
	2,001–3,000	17	21.5
	3,001–4,000	16	20.3
	4,001–5,000	17	21.5
	5,001–6,000	8	10.1
	Above 6,000	11	13.9
Job Position	Administration	28	35.4

Working Experience	Finance	8	10.1
	Human Resources	12	15.2
	Technical	19	24.1
	Top Management	12	15.2
	Below 1 year	5	6.3
	1–5 years	21	26.6
	6–10 years	26	32.9
	11–15 years	12	15.2
	More than 16 years	15	19.0

Regression analysis

Multiple regression analysis was conducted to examine the influence of the physical, psychological, and social aspects of the work environment on employee satisfaction among employees at Yayasan Pelajaran MARA (YPM). The findings revealed that the three dimensions collectively explained 68.4% of the variance in employee satisfaction ($R^2 = 0.684$), indicating strong explanatory power. The ANOVA results further showed that the regression model was statistically significant, $F = 53.303$, $p < 0.001$, suggesting that the model was appropriate for examining the relationship between a supportive work environment and employee satisfaction. The findings indicated that the social aspect was the strongest predictor of employee satisfaction ($\beta = 0.501$, $t = 5.447$, $p < 0.001$), followed by the physical aspect ($\beta = 0.380$, $t = 4.633$, $p < 0.001$). These findings suggest that supportive workplace relationships, teamwork, communication, and conducive physical workplace conditions significantly enhance employee satisfaction. In contrast, the psychological aspect did not demonstrate a significant relationship with employee satisfaction ($\beta = 0.066$, $t = 0.845$, $p = 0.401$). Therefore, Hypothesis 1 and Hypothesis 3 were supported, whereas Hypothesis 2 was not supported. The findings imply that employees at YPM place greater emphasis on supportive social interactions and favorable physical workplace conditions when evaluating their satisfaction levels. Consistent with previous studies, supportive social and physical workplace environments contribute positively to employee satisfaction and organizational effectiveness (Suriadi et al., 2023; Yusnita et al., 2023).

Table 3. Regression analysis results.

Variables	B	Std. Error	β	t	p-value
Constant	4.981	1.267	-	3.932	0.000
Physical Aspect	0.294	0.063	0.380	4.633	0.000
Psychological Aspect	0.040	0.048	0.066	0.845	0.401
Social Aspect	0.337	0.062	0.501	5.447	0.000

Note: Model Summary: $R^2 = 0.684$, Adjusted $R^2 = 0.672$, $F = 53.303$, $p < 0.001$.

The findings of this study demonstrated that a supportive work environment plays a significant role in enhancing employee satisfaction among employees at Yayasan Pelajaran MARA (YPM), Kuala Lumpur. The regression results revealed that the physical and social aspects significantly influenced employee satisfaction, while the psychological aspect did not exhibit a significant effect. Collectively, the findings suggest that employees place greater importance on tangible workplace conditions and interpersonal relationships when evaluating their overall satisfaction at work. Among the three dimensions examined, the social aspect emerged as the strongest predictor of employee satisfaction. This finding highlights the importance of positive workplace relationships, effective communication, teamwork, and coworker support in shaping employees' workplace experiences. Employees who experience supportive social interactions are more likely to feel valued, respected, and connected to the organization,

which may strengthen their motivation and satisfaction levels. The finding is consistent with Holland and Collins (2022), who argued that supportive workplace relationships contribute positively to employees' emotional well-being and organizational commitment. Similarly, Long et al. (2022) emphasized that social connectedness and supportive interpersonal relationships promote a stronger sense of belonging and workplace engagement. Given that YPM operates within a collaborative organizational environment, supportive social relationships may be particularly important in facilitating effective communication and cooperation among employees. This finding suggests that social support may serve as a more visible and immediate source of employee satisfaction than individual psychological workplace conditions within the YPM context. The findings also revealed that the physical aspect significantly influenced employee satisfaction. Comfortable workspace arrangements, adequate lighting, ventilation, cleanliness, and workplace safety contribute to employees' comfort and ability to perform their work effectively. Employees who perceive their workplace environment as conducive are more likely to experience positive workplace experiences and greater job satisfaction. This finding supports previous studies by Taheri et al. (2020) and Kanti and Purnomo (2024), which reported that favorable physical workplace conditions enhance employee well-being, concentration, and productivity. The significance of the physical aspect suggests that organizations should continue investing in workplace facilities and infrastructure to create environments that support employees' performance and satisfaction.

Contrary to expectations, the psychological aspect did not significantly influence employee satisfaction. This finding is particularly noteworthy because previous studies have generally reported positive relationships between psychological workplace conditions and employee outcomes (Obrenovic et al., 2020; Na and Chelliah, 2022). One possible explanation is that employees at YPM may perceive psychological support as a basic organizational expectation rather than a distinguishing factor that influences their satisfaction. Furthermore, the majority of respondents possessed between six and ten years of work experience, indicating that they may have developed effective coping mechanisms and adaptation strategies to manage workplace stress and emotional demands. As a result, psychological factors may have a less direct influence on satisfaction compared to more visible workplace conditions such as social support and physical comfort. Another possible explanation is that supportive social relationships within the organization may indirectly buffer the effects of psychological pressures, reducing the extent to which psychological conditions independently influence employee satisfaction. Overall, the findings suggest that social and physical workplace conditions are more influential than psychological workplace factors in shaping employee satisfaction among YPM employees. The findings emphasize the importance of fostering supportive social interactions and maintaining conducive physical workplace conditions to enhance employee satisfaction. Organizational efforts aimed at strengthening teamwork, communication, coworker support, and workplace facilities are likely to contribute more substantially to employee satisfaction than initiatives focusing solely on psychological workplace factors. These findings provide valuable insights for managers and policymakers seeking to develop workplace strategies that promote employee well-being and organizational effectiveness.

Conclusion

This study examined the influence of a supportive work environment on employee satisfaction among employees at Yayasan Pelajaran MARA (YPM), Kuala Lumpur, focusing on three workplace dimensions: physical, psychological, and social aspects. The findings revealed that the physical and social aspects significantly influenced employee satisfaction, with the social aspect emerging as the strongest predictor. These results suggest that supportive interpersonal relationships, effective communication, teamwork, and conducive physical workplace conditions play an important role in enhancing employees' workplace experiences and overall satisfaction. In contrast, the psychological aspect did not demonstrate a significant influence on employee satisfaction within the context of this study. The study contributes to the existing literature by providing empirical evidence on the relative importance of different workplace dimensions in shaping employee satisfaction within a Malaysian public-sector organization. The findings highlight that social and physical workplace factors may exert a stronger influence on employee satisfaction than psychological factors, emphasizing the importance of workplace relationships and physical working conditions in organizational settings.

From a practical perspective, the findings suggest that organizations should prioritize initiatives that strengthen teamwork, communication, coworker support, and workplace facilities to enhance employee satisfaction and organizational effectiveness. Given that the social aspect emerged as the strongest predictor of employee satisfaction, organizations should establish structured feedback mechanisms, such as employee surveys and suggestion systems, to encourage open communication and employee participation. Regular supervisor-subordinate meetings and team-building activities may further strengthen workplace relationships and foster a supportive organizational culture. In addition, organizations should continuously improve physical workplace conditions through ergonomic workplace design, adequate facilities, and conducive working environments. Implementing these initiatives may improve employee well-being, motivation, and long-term organizational performance. Despite its contributions, this study is limited by its focus on a single organization and the use of convenience sampling, which may restrict the generalizability of the findings. Future studies are encouraged to include larger samples across multiple organizations and examine additional workplace factors, such as organizational commitment, employee engagement, and work-life balance, to provide a more comprehensive understanding of employee satisfaction.

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Conflict of interest

The authors confirm that there is no conflict of interest among any parties involved in this research study.

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