
Quality Of the Work Environment Through the Approach of Employee Perceptions in Indonesian Manufacturing Companies

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Abstract

This study aims to examine the relationship between employees' perceptions of the quality of the work environment, employee behavior, and organizational functioning within an Indonesian manufacturing company. A quantitative research design was employed using a survey method. Data were collected through structured questionnaires distributed to employees across various departments. The variables examined include perceived quality of the work environment, employee work behavior, and organizational effectiveness.

The findings reveal a positive and significant correlation between employees' perceptions of work environment quality and their work behavior. Employees who perceive their work environment as supportive, safe, and conducive tend to demonstrate more constructive behaviors, higher engagement, and stronger organizational commitment. The study contributes to the existing body of knowledge by empirically demonstrating how perceived workplace quality influences behavioral outcomes and organizational performance.

The results suggest that organizations should continuously enhance both the physical and psychosocial dimensions of the workplace to foster employee satisfaction and productivity. A comprehensive understanding of how individual perceptions shape behavior and contribute to organizational outcomes is essential for achieving sustainable competitive advantage in an increasingly globalized market.

Keywords: perception, quality of work environment, employee behavior, organization

1. Introduction

Perception, quality of the work environment, employee behavior, and organizational structure constitute interrelated constructs within organizational studies. In an increasingly dynamic and competitive business landscape, organizations continuously seek strategies to establish productive, harmonious, and competitive work environments (Tahar et al., 2022). A comprehensive understanding of these constructs is therefore essential to enhance organizational effectiveness and employee performance.

In contemporary organizational contexts characterized by intensified competition, companies are required to optimize employee productivity and performance (Anwar & Abdullah, 2021). Achieving this objective necessitates a thorough understanding of how employees perceive their work environment and how such perceptions influence their attitudes

and behaviors. Individual perceptions shape cognitive evaluations of workplace conditions, which subsequently affect motivation, satisfaction, and performance outcomes.

Perception refers to a cognitive process through which individuals interpret and assign meaning to sensory information and experiences (Shin, 2022). Each individual develops unique perceptions influenced by cultural background, education, prior experiences, and personal values. In organizational settings, perception significantly affects how employees evaluate their working conditions and interact with their environment. Positive perceptions of the workplace are associated with increased job satisfaction, engagement, and performance (Nurhandayani, 2022). Conversely, negative perceptions may lead to dissatisfaction, conflict, reduced morale, and diminished productivity.

The quality of the work environment encompasses both physical and psychosocial dimensions of the workplace (Basalamah & As'ad, 2021). Physical factors include workspace design, lighting, ventilation, noise levels, and cleanliness, whereas psychosocial elements involve organizational culture, leadership style, interpersonal relationships, and opportunities for professional development. A high-quality work environment contributes to reduced stress, enhanced creativity, improved collaboration, and stronger organizational commitment (Khotimah et al., 2018).

Employee behavior in the workplace refers to observable actions, attitudes, and interactions exhibited while performing job-related tasks (Mujtaba & Senathip, 2020). Behavioral dimensions include productivity, work quality, discipline, cooperation, communication, initiative, leadership, and work ethics. These behavioral attributes play a critical role in shaping organizational culture and determining overall performance (Tran, 2021). Effective management practices aim to align employee behavior with organizational vision and strategic objectives.

From an organizational perspective, organizing involves structuring, coordinating, and allocating human and physical resources to achieve predetermined goals. Organizational structure, division of labor, delegation of authority, and coordination mechanisms influence operational efficiency. A supportive work environment enhances organizational synergy, collaboration, and overall effectiveness (Kossek et al., 2014).

According to Robbins, perception is the process by which individuals organize and interpret sensory impressions to give meaning to their environment. Similarly, Kinicki and Kreitner define perception as a cognitive process that enables individuals to understand their surroundings (Komariyah & Farhan, 2020). Perception is thus a fundamental mechanism shaping employee responses to workplace conditions.

The perceptual process involves several stages (Nusraningrum et al., 2021). Initially, individuals receive sensory stimuli. Subsequently, selective attention determines which stimuli are prioritized. Interpretation follows, wherein meaning is assigned based on prior knowledge and experience. Integration then connects new information with existing cognitive structures, leading to a behavioral response. These stages illustrate how workplace conditions are cognitively processed before influencing employee behavior.

Perception is influenced by contextual factors, including cultural background, emotional state, prior experience, and physical condition (Asri & Sunarto, 2020). Differences in perception may result in misunderstandings or workplace conflict; however, awareness of perceptual diversity can also foster empathy and inclusive organizational cultures (Zubaidah, 2020).

Given the strategic importance of human resources in manufacturing organizations, analyzing employee perceptions of work environment quality becomes critical. Employees who perceive their workplace as safe, supportive, and development-oriented are more likely to exhibit positive behavioral outcomes, including higher productivity and organizational loyalty (Izmi Maghfira & Asrizal Efendi, 2022).

Several determinants contribute to the perceived quality of the work environment (Zaky, 2021), including:

1. **Physical Facilities and Conditions** – Adequate lighting, ventilation, ergonomics, and cleanliness influence comfort and occupational health.
2. **Safety and Security** – Effective occupational safety measures enhance employee confidence and reduce workplace risk.
3. **Organizational Policies and Culture** – Supportive policies such as career development programs, flexible work arrangements, and transparent communication systems strengthen positive perceptions.
4. **Interpersonal Relationships** – Constructive social interactions and teamwork foster a collaborative climate.
5. **Opportunities for Growth and Development** – Access to training and professional advancement enhances perceived organizational support.

In manufacturing contexts, where operational efficiency and workforce coordination are critical, understanding the interplay between perception, work environment quality, and employee behavior is particularly relevant. Therefore, this study seeks to empirically investigate the relationship among these variables and provide evidence-based recommendations for enhancing organizational effectiveness in Indonesian manufacturing companies.

2. Material and Method

This study employed a quantitative research design with a structured survey approach to examine employees' perceptions within a fishing net manufacturing company in Indonesia. Data were collected offline on June 23, 2023, to ensure direct distribution and retrieval of questionnaires, thereby minimizing response bias and increasing data reliability. The research instrument consisted primarily of Likert-scale items with four response categories: Strongly Agree (SS), Agree (S), Less Agree (RG), and Disagree (TS). The Likert scale was selected due to its established validity in measuring attitudes and perceptions in organizational research (Musyaffi et al., 2022). In addition to closed-ended questions, one open-ended item was included to capture more comprehensive and nuanced responses beyond fixed alternatives. A simple random sampling technique was applied, resulting in 55 respondents, all of whom were included in the final analysis.

Data analysis was conducted using descriptive statistical techniques to summarize response distributions for each statement. Frequencies were tabulated and interpreted to identify general patterns of employee perception regarding organizational structure, teamwork, and social norms. Responses to the Likert-scale items were statistically described to determine the dominant tendencies across categories, while the open-ended responses were analyzed interpretatively to enrich the quantitative findings. This combined descriptive and qualitative interpretation approach enabled a clearer understanding of how employees perceive the quality of their work environment and organizational dynamics.

3. Result

Diagram Statement 1 – First statement: I feel that this selection process supports my personal growth and development?

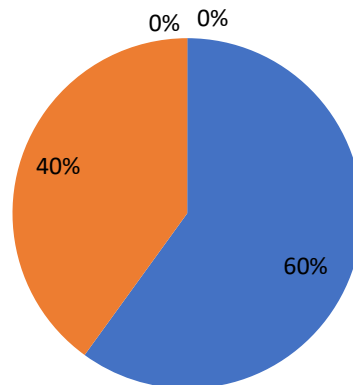


Figure 1. Statement diagram 1

The results of the problem in Diagram 1 that 60% of people voted strongly agree with the statement, I feel that the process supports my personal growth and development. 40% of people voted to agree with the statement, I feel that the process supports my personal growth and development. the outcomes derived from the data presented in Diagram 1 indicate a noteworthy level of alignment among respondents concerning the perceived impact of the process on personal growth and development. A substantial majority, comprising 60% of the participants, expressed a strong agreement with the statement, emphasizing a prevailing sentiment that the process actively contributes to their individual advancement. Complementing this, an additional 40% of respondents registered their agreement, further affirming a significant consensus regarding the positive influence of the process on personal growth and development. This collective endorsement suggests that the majority of individuals involved perceive the process as a constructive force in fostering their personal and professional evolution.

Statement 2 – Second Statement Diagram: I feel the organizational structure in this company is clear and provides clear guidance in my duties and responsibilities.

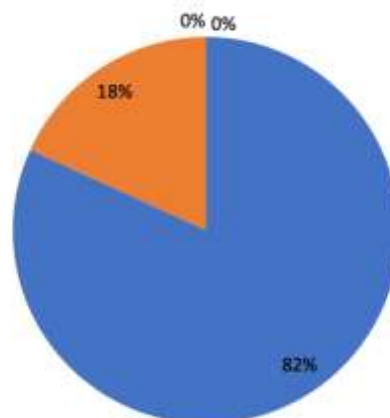


Figure 2. Statement diagram 2

The result of statement 2 diagram is 82% of people strongly agree with the statement, I feel the organizational structure in this company is clear and provides clear guidance in my

duties and responsibilities. 18% of people agree with the statement, I feel the organizational structure in this company is clear and provides clear guidance in my duties and responsibilities. In conclusion, the analysis of Statement 2 reveals a high level of consensus among respondents regarding the clarity and effectiveness of the organizational structure within the company. An impressive 82% of participants expressed a strong agreement with the statement, indicating a widespread sentiment of confidence in the organizational framework. Additionally, 18% of respondents affirmed their agreement, further supporting the notion that a substantial majority perceives the company's organizational structure as providing clear guidance in delineating duties and responsibilities. This overwhelmingly positive response suggests a robust organizational structure that successfully communicates and directs individuals in their respective roles.

Statement 3 – Statement Three diagram: I have confidence that my colleagues make a meaningful contribution to achieving team goals.

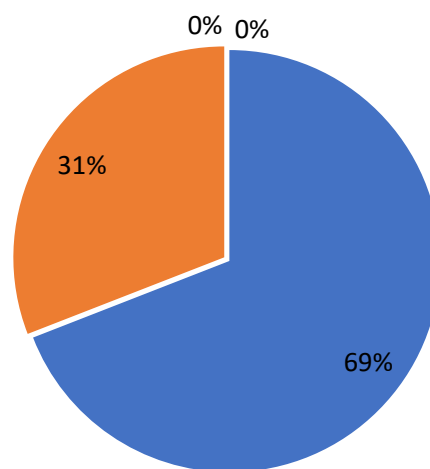


Figure 3. statement diagram 3

The results of the statement 3 diagram are 69% of people strongly agree with the statement, I have confidence that my co-workers make a meaningful contribution to achieving team goals. 25% of people agree that watching English Films with English subtitles helps in learning English. 31% of people agree with the statement, I have confidence that my colleagues make a meaningful contribution to achieving team goals. the analysis of the data presented in Statement 3's diagram reveals insights into the perceptions of individuals regarding teamwork and language learning. Notably, a substantial 69% of respondents strongly agree that their co-workers make a meaningful contribution to achieving team goals, emphasizing a high level of confidence in the collaborative efforts within the team. On a separate note, 25% of participants agree that watching English Films with English subtitles aids in the learning of the English language. Additionally, 31% of respondents express agreement with the statement highlighting confidence in colleagues' contributions to team goals. These findings underscore the positive sentiments toward team dynamics and suggest a recognition of the value of English language learning strategies within the surveyed group.

Statement Four: I feel that the social norms in this company encourage mutual respect and cooperation among colleagues

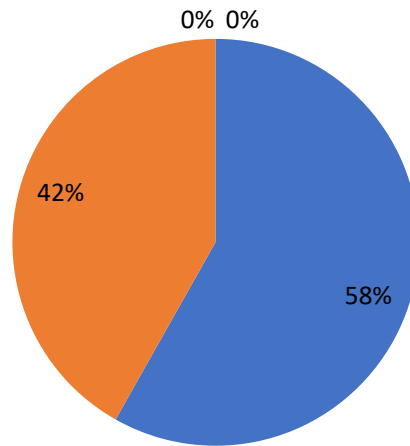


Figure 4. Statement 4

Based on figure 4, 58% of people strongly agree with the statement, I feel that social norms in this company encourage mutual respect and cooperation among colleagues. 42% of people agree with the statement, I feel that social norms in this company encourage mutual respect and cooperation among colleagues. the insights derived from Figure 4 indicate a positive assessment of the prevailing social norms within the company. A notable majority, comprising 58% of respondents, strongly agrees that the company's social norms foster an environment of mutual respect and cooperation among colleagues. Complementing this, an additional 42% of participants express agreement with the statement, affirming the perception that social norms within the company play a constructive role in encouraging positive interpersonal dynamics. These findings collectively suggest a predominant acknowledgment and endorsement of a workplace culture that emphasizes mutual respect and collaboration among colleagues.

Questionnaire results

The answers to the four statements “I feel that this selection process supports my personal growth and development”, “I feel the organizational structure in this company is clear and provides clear guidance in my duties and responsibilities”, “I have confidence that my colleagues provide a meaningful contribution in achieving team goals”, “I feel that the social norms in this company encourage mutual respect and cooperation among colleagues”. which was answered by 55 respondents: Such experiences can be invaluable for career development and personal wellbeing, A clear organizational structure and proper guidelines can increase productivity and job satisfaction, meaningful contribution from colleagues in achieving team goals is a positive thing. Team trust and support for one another can improve overall performance. creating a productive and harmonious work environment. The responses from 55 participants to the four statements provide valuable insights into various aspects of their workplace experiences. Most respondents acknowledge the significance of the selection process, viewing it as a supportive factor for personal growth and development. This recognition suggests an understanding among employees that positive experiences in the workplace can have a substantial impact on career advancement and personal well-being. Furthermore, the consensus on the importance of a clear organizational structure and well-defined responsibilities is evident in the responses. Respondents recognize that such clarity can contribute to increased productivity and job satisfaction, underlining the significance of effective organizational frameworks in fostering a positive work environment. Additionally, the positive perception of colleagues making meaningful contributions to team goals aligns with the notion that collaborative efforts and mutual trust within a team can enhance overall performance. This reflects the value placed on teamwork and the belief that collective efforts lead to positive outcomes. Lastly, the acknowledgment of the role of social norms in

encouraging mutual respect and cooperation underscores the importance of a positive workplace culture. Team trust and support are recognized as crucial elements that can contribute to the creation of a productive and harmonious work environment, further emphasizing the interconnectedness of positive workplace experiences and overall job satisfaction.

4. Discussion

The findings indicate that employees demonstrate highly positive perceptions across all examined indicators of the perception variable. Regarding the selection process, 60% of respondents strongly agreed and 40% agreed that the process supports their personal growth and development. This result suggests that the company's recruitment and selection mechanisms are perceived as fair, developmental, and aligned with employees' career aspirations. From a human resource management perspective, a selection system that is perceived as supportive contributes to higher organizational commitment and motivation, as employees view organizational procedures as facilitating long-term professional advancement.

With respect to organizational structure, 82% of respondents strongly agreed and 18% agreed that the company's structure provides clear guidance regarding duties and responsibilities. This overwhelming positive response indicates a well-defined division of labor and effective coordination mechanisms within the organization. A clear organizational structure reduces role ambiguity, enhances task clarity, and supports operational efficiency. The absence of negative responses further reinforces the conclusion that employees perceive the structural framework as transparent and functional, which is critical in manufacturing settings where workflow precision and accountability are essential.

The findings related to perceptions of colleagues' behavior also demonstrate strong positive tendencies. A total of 69% of respondents strongly agreed and 31% agreed that their colleagues make meaningful contributions toward achieving team goals. This suggests the presence of constructive interpersonal relationships, effective communication, and collaborative teamwork. High levels of mutual trust and shared responsibility are indicative of a cohesive organizational climate. In organizational behavior theory, such positive perceptions of peer contribution are closely associated with collective efficacy, which enhances productivity and team performance.

Similarly, perceptions of social norms within the organization reveal that 58% of respondents strongly agreed and 42% agreed that existing norms encourage mutual respect and cooperation. These findings suggest that the organizational culture promotes fairness, inclusivity, and professional ethics. A work environment characterized by mutual respect reduces interpersonal conflict and fosters psychological safety, which in turn enhances employee engagement and satisfaction.

Overall, the empirical evidence consistently demonstrates that employees perceive the organization in a highly positive manner across selection processes, structural clarity, teamwork, and social norms. The dominance of "Strongly Agree" and "Agree" responses, without any indication of disagreement, reflects a supportive and well-functioning organizational environment. These positive perceptions contribute to organizational effectiveness by strengthening employee motivation, clarifying responsibilities, enhancing collaboration, and fostering a respectful workplace culture. Collectively, the findings confirm that perceived quality of the work environment plays a crucial role in shaping constructive employee attitudes and behaviors, thereby supporting sustainable organizational performance.

5. Conclusion, Implication, and Recommendation

Based on research data regarding perception variables on four different indicators, several conclusions can be drawn, namely Most of the employees said they agreed with the

selection process that existed in the company. They believe that the selection process helps them develop and develop. In addition, employees believe that the company has a clear organizational structure that provides clear directions on the duties and responsibilities that must be carried out. This shows that the company has a good organizational structure.

Employees believe that their colleagues play an important role in achieving team goals, which shows good cooperation and communication to achieve common goals. They also believe that social norms in the company encourage cooperation and mutual respect, which shows that the company's employees behave fairly and respect each other.

Overall, the research results show that employees in companies tend to have positive perceptions of various aspects of their work environment. They believe that the selection process, organizational structure, behavior of others, and social norms in the company promote a good work environment, which helps them develop personally and helps them work well together and communicate with one another.

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