



International Journal of Multidisciplinary Research and Literature IJOMRAL

Vol. 2, No. 5, September 2023 pp. 481-600
Journal Page is available at <http://ijomral.esc-id.org/index.php/home>



THE COMPANY STRATEGY IN IMPROVING THE WORK ENVIRONMENT TO MAXIMISE EMPLOYEES SATISFACTION AND PERFORMANCE

Siti Mariam¹

¹Universitas Esa Unggul, Indonesia
Email : siti.mariam@esaunggul.ac.id

Abstract

This research aims to reveal the strategies used by companies to improve the work environment with the aim of maximizing employee satisfaction and performance. Employee satisfaction and performance are two key factors that have a significant impact on a company's success and sustainability. This research uses a qualitative approach with case studies of several companies that have succeeded in improving the work environment and achieving high levels of employee satisfaction and performance. The research method will involve in-depth interviews with senior managers and employees who have relevant experience in these companies.

The results of this research conducted by several companies operating in the heavy equipment supply business in West Jakarta reveal various strategies that have been used by successful companies to create a work environment that supports employee productivity and happiness. These findings provide valuable insights for company management to increase the job satisfaction and performance of their employees through improving the work environment and better efforts to meet employee needs and expectations. The implications of this research can also be used as a guide for other companies in their efforts to maximize employee potential through better human resource management strategies.

Keywords: Work Environment, Job Satisfaction, Employee Performance

INTRODUCTION

An adequate and conducive work environment is a key factor in achieving optimal employee satisfaction and performance. Employee satisfaction is not only an important goal in human resource management, but also has significant implications on productivity, employee retention, and the overall success of the company. Meanwhile, high employee performance is one of the main determinants of a company's competitive advantage. In the case of the heavy equipment supply business in West Jakarta, where business competition tends to be tight, creating a supportive work environment becomes increasingly crucial. Employees in such companies are often involved in work that requires technical expertise and have major responsibilities in the maintenance and operation of expensive and complex heavy equipment.

Human resources are a vital asset for an organization because human resources have a key role in driving the company towards achieving its goals. HRM is an approach used to optimize the role of human resources as efficient work elements (Arifin & Mardikaningsih, 2022). Therefore, employee satisfaction

and performance in this sector greatly impacts operational efficiency, service quality and company profits.

In the current era of industrial revolution 4.0, where Artificial Intelligence (AI) technology dominates, as a result of collaboration between cyber technology and automation with the support of information technology in daily applications, HR involvement still remains the main element in achieving work effectiveness and efficiency levels. . This has a significant impact on the quality and quantity of work, as well as the company's production costs (Irfan, 2022; Awaluddin, 2018). Professionalism in human resource (HR) management is a must for companies to ensure that the match between HR needs and the company's capacity and requirements can be met properly. This suitability is a key factor that is very important for the company's productive and sustainable development (Mangkunegara, 2015; Marbun & Jufrizen, 2022).

Research that focuses on corporate strategy in improving the work environment in the heavy equipment provider business sector in West Jakarta is relevant and useful. Through this research, we can understand the best practices used by companies in their efforts to create a work environment that allows employees to make maximum contributions and feel satisfaction in their jobs. In addition, this research will assist stakeholders in the sector, including company management, in designing better policies and practices to improve employee satisfaction and performance, which in turn can generate sustainable competitive advantages. The company's future success will depend heavily on its ability to understand and respond wisely to the needs and expectations of its employees.

Technological developments and changes in the way business is conducted can also affect how companies in the heavy equipment sector operate and interact with their employees. In an age of digital and ever-evolving information technology, savvy companies will seek to leverage new tools to optimize their work environment. This includes the use of sophisticated human resource management (HRM) systems, data analysis to understand employee needs, and perhaps even new approaches to skills development and training.

The companies that are the subject of this research are a number of companies that have been operating in the heavy equipment provider business sector for more than four decades. An interesting phenomenon that has emerged since the start of the Covid-19 pandemic in 2020 to 2022 is a significant change in the presence and work patterns of this company's employees. Information regarding this change was first conveyed by the company's management and this matter was raised as the subject matter of this study. The indicated changes in the way employees work are a source of concern in terms of employee performance and achievement of expected business targets until the end of 2022.

This research is also relevant in terms of globalization, where the business of providing heavy equipment in West Jakarta may have to compete with similar companies from various countries.

Managing employees with diverse cultures and backgrounds can also be a challenge in itself, and the right strategy in creating an inclusive and supportive work environment will be the key to success in dealing with this dynamic.

In an increasingly competitive and dynamic business era, companies are increasingly realizing that the key to their success lies not only in the products or services they offer, but also in the quality of the human resources they have. Therefore, an interesting research phenomenon is the increasing attention given by companies to the strategies used to improve the work environment, with the aim of maximizing employee satisfaction and performance.

This phenomenon reflects the recognition that successful companies must not only be competent in running their business, but also in caring for their most important asset, namely their employees. Therefore, research in this regard can provide valuable insights into best practices in human resource management and corporate strategies that support sustainable growth and competitive advantage.

LITERATURE REVIEW

A conducive work environment and satisfied and productive employees are valuable assets for any company. The company's strategy in creating and maintaining a supportive work environment for employees is very important in achieving sustainable business goals.

Employee performance

Employee performance is generally measured as a result of their activities and contribution to organizational goals. Work performance cannot be fully assessed from physical presence at work, but also from the amount of time an employee is ready to be active, which in turn affects how many tasks they can complete. Hasibuan explained that an employee's performance is the result of the effort they put into completing the tasks assigned to them, based on their abilities, work experience, dedication, and the time they spend. Employee performance can be explained as the result of three main factors, namely: individual abilities and interests, their ability to complete the tasks assigned to them, and the level of motivation they have (Lestari et al., 2020; Apriyanto & Haryono, 2020).

Employee Satisfaction and Company Performance

Employee satisfaction and company performance are two interrelated factors. Employee satisfaction tends to increase their performance. Research by Saks (2006) shows that employees who are satisfied with their jobs tend to be more productive and contribute positively to achieving company goals.

Muindi & K'Obonyo revealed that elements in the organizational environment can have an impact on the level of employee satisfaction. Job satisfaction, basically, refers to the level of excitement or

positive feelings that arise as a result of an individual's evaluation of their work or the work experience they have had. For an employee, the level of job satisfaction they feel has a significant influence on the way they carry out the duties and responsibilities given by the company. It is important to remember that job satisfaction is not only an internal factor, but also has broader implications, including overall life satisfaction, considering that most of the time spent by individuals is in the work environment. Research investigating job satisfaction and organizational commitment is an interesting and relevant topic, especially when designing models that consider employee turnover rates in organizations (Zulkarnaen, W., & Sofyan, Y., 2018).

Organizational culture

Organizational culture has a key role in creating a supportive work environment. A culture that is inclusive, development-focused, and positive results-oriented can motivate employees. Cameron and Quinn (2006) in their research highlighted the relationship between organizational culture and company performance. The concept of organizational culture refers to the set of values, beliefs, norms, behaviors, and symbols shared and shared by members of an organization. Organizational culture reflects the unique identity, characteristics and personality of an organizational entity. It is at the heart of how organizations function and how people in organizations interact with one another.

Human Resource Management

Human Resource Management is an important factor in the implementation of the company's strategy regarding the work environment. Good HRM practices, such as careful selection and recruitment, training and development, and effective performance management, can increase employee satisfaction and performance (Liao et al., 2009). Human Resource Management (HRM) is an important field in organizational management which is responsible for managing human resources or workforce in a company or organization. HRM plays a very important role in the organization because human resources are the most important asset in achieving business goals. HRM is tasked with ensuring that organizations have employees who are qualified, trained and motivated to achieve success (Robbins & Coulter, 2017).

Use of Technology in Improving the Work Environment

Technological developments have allowed companies to improve the work environment in new ways. For example, the use of employee performance management software and collaboration platforms can improve communication, collaboration, and efficiency within organizations (Gallup, 2020). Technology has also helped drive flexibility in the way and workplace. The increase in working remotely (remote work) has allowed employees to have more control over their time and place of work (Ibarra et

al., 2020). The influence of external factors, such as changes in regulations, industry developments, and market dynamics, can also influence a company's strategy regarding the work environment. Companies must be able to adapt quickly to these changes to ensure sustainability and growth (Delery & Roumpi, 2017).

Employee Education and Development

Employee education and development is an important aspect of creating a work environment that supports growth and development. Offering training and development opportunities can increase employee satisfaction and produce more qualified employees (Noe, 2016). Employee education and development has a variety of purposes, including improving technical, leadership, communication, and problem-solving skills (Rothwell et al., 2015). Evaluating the effectiveness of education and development programs is an important step in ensuring that these investments deliver the desired results. Evaluation methods can include performance measurements before and after training, employee feedback, and evaluation of work results (Phillips & Phillips, 2016).

METHOD

This research adopts a qualitative research approach, which is a method used to deepen and understand the meaning given by individuals or groups to social problems or aspects of humanity. This research methodology refers to a descriptive approach, which aims to accurately and systematically explain the population, situation, or phenomenon that is the focus of the research (Creswell, 2016).

Data sources in this research consist of explanations about research subjects and research objects that meet certain criteria, such as the characteristics of subjects and objects that are relevant to answering research questions. The research subjects consisted of employees at companies engaged in the heavy equipment supply business in West Jakarta, who acted as resource persons. The research object is the core focus of this research, which includes aspects of the work environment, job satisfaction, and its impact on improving employee performance.

This research uses two types of data, namely primary data and secondary data. Primary data is obtained directly from the first source, such as the results of interviews or responses from filling out questionnaires by relevant informants. Meanwhile, secondary data is data obtained from various library sources, such as books, theses, journals, official documents, newspapers and official websites (Sugiyono, 2018).

Data analysis in qualitative research is carried out simultaneously with the data collection and finding writing stages. The researcher himself is the main instrument in this research, has characteristics that include responsiveness, adaptability, focus on integrity, based on expanded knowledge, efficient in

processing data, taking advantage of opportunities for clarification and summarization, and looking for unique and distinctive responses (Sugiyono, 2018). Researchers also prepare various tools that support the data collection process, such as writing equipment, interview guides, and recording devices.

The validity of the research is strengthened through the use of data triangulation, namely collecting data from various different sources of information. This approach is used to build justification for research themes consistently and describe these themes from various data sources or different perspectives, so as to increase the validity of the research (Creswell, 2016). Triangulation in this research includes interviews with employees, document collection, and the use of audio-visual materials. The transcription results were also checked to ensure accuracy throughout the research process, and the codes used were clarified and carefully structured to ensure thoroughness and accuracy in data analysis. In addition, codes were also checked by other researchers to ensure consistency in data coding.

RESEARCH RESULTS AND DISCUSSION

Research result

In this research, we analyzed company strategies in improving the work environment in order to maximize employee satisfaction and performance in a number of companies operating in the heavy equipment supply business in the West Jakarta area. This research describes the main findings that we have obtained during the research process.

1. Work Environment Development Strategy

In this research, we found that companies operating in the heavy equipment supply business in the West Jakarta area have taken significant strategic steps to improve the conditions of their working environment. One of their main strategies is investing in physical infrastructure. Comfortable and modern facilities, such as clean and orderly work spaces, as well as recreation areas for employees, are an integral part of their business. By creating comfortable and enjoyable work spaces, these companies create a strong foundation for employees to feel valued and motivated.

In addition, these companies have also adopted policies that support employee work-life balance. Flexibility of working time is one example. By giving employees flexibility in determining their working hours, companies create an atmosphere that allows employees to better organize their personal and work lives. In addition, employee welfare programs are also a major concern. This includes aspects such as health insurance, fitness programs and psychological support.

These strategies reflect the awareness of companies in the heavy equipment industry about the importance of creating a supportive work environment. They recognize that employees who feel comfortable and inspired at work tend to be more productive and dedicated. In competitive business, creating a positive work environment has become a valuable asset that allows companies to retain and

attract the best talent. Therefore, these strategies are not only about increasing employee satisfaction and performance, but also about ensuring the long-term survival and growth of their companies.

2. Work Environment on Employee Satisfaction

The in-depth analysis we conducted in this research clearly shows that a conducive work environment plays a crucial role in increasing employee satisfaction. This finding is in line with the common understanding that comfort in the workplace has a positive impact on employees' perceptions of their jobs. Factors such as good physical facilities, including clean and comfortable work spaces, also play a role in increasing employee satisfaction. When employees feel they are provided with adequate facilities to carry out their duties, this creates a positive and productive work atmosphere.

In addition, the company's support for employee skill development also affects their level of satisfaction. A good training and development program helps employees feel valued and have opportunities to grow in their careers. Employees who see opportunities to improve their skills tend to be more satisfied with their jobs, because they feel that the company cares about their growth.

Furthermore, an inclusive work culture also plays an important role in creating a conducive work environment. When employees feel accepted and valued regardless of their background, this creates a sense of fairness and well-being in the workplace. An inclusive culture also allows employees to feel comfortable contributing their ideas and feel that they are an integral part of the team.

These findings emphasize the importance of companies paying attention to a supportive work environment, including adequate physical facilities, skills development support, and an inclusive work culture. This strategy is not just about increasing employee satisfaction, but also about creating a strong foundation for better employee performance. In a competitive business, companies that prioritize employee satisfaction through conducive working conditions have an advantage in retaining the best talent and achieving long-term success.

3. Improved Employee Performance

It turns out that a conducive work environment not only plays a role in increasing employee satisfaction, but also has a significant impact on their performance. This research shows that employees who are satisfied with their work environment tend to be more enthusiastic and dedicated in carrying out their daily tasks. This is reflected in various aspects, including achievement of work targets, higher productivity, and a positive contribution to the achievement of overall company goals.

One of the most obvious impacts of a good work environment is the ability of employees to achieve their work targets more effectively. When employees feel comfortable and motivated, they tend to work with more focus and produce better results. This not only benefits the individual, but also

contributes to the overall success of the company. High performing employees help companies achieve better results, increase competitiveness and create growth opportunities.

Apart from that, productivity is also a factor that is increased by a conducive work environment. Employees who feel comfortable and happy at work tend to be more productive in carrying out their duties. They may be more efficient in managing their time, more creative in solving problems, and more proactive in finding innovative solutions. All this contributes to increasing overall productivity in the company. Not only that, employees who are satisfied with the work environment are also more likely to make a positive contribution to the achievement of overall company goals. They are more likely to participate in company initiatives, collaborate with coworkers, and support the company's vision and mission. In a conducive work environment, collaboration and synergy between employees is easier to achieve, which in turn increases the company's ability to achieve its goals.

In order to maintain competitiveness and long-term success, companies must recognize the important role of a supportive work environment. Investment in creating good working conditions can have a positive impact in the form of increased employee performance, better achievement of work targets, increased productivity, and a positive contribution to the overall success of the company. Therefore, companies need to prioritize strategies that support creating a conducive work environment to maximize the potential of their employees.

Discussion

During the period from 2020 to 2022, the Covid-19 pandemic has presented a clear phenomenon related to changes in employee attendance and work patterns. This information is conveyed directly by company management. The results of this research, which highlight the importance of company strategy in creating a supportive work environment to increase employee satisfaction and performance, have significant implications in the context of the heavy equipment provider business in West Jakarta. Companies in this industry can experience real benefits from implementing measurable and sustainable strategies to improve working environmental conditions.

The factors that have been identified in this research, such as adequate physical facilities, employee wellness programs, and a positive work culture, all play a key role in creating a conducive work environment. Good physical facilities, such as a clean and comfortable work space, create a strong foundation for employees to feel valued and comfortable at work. Employee wellness programs, including health insurance and psychological support, ensure that employees have access to resources that support their physical and mental well-being. Additionally, a positive work culture creates an atmosphere where collaboration, innovation, and feelings of employee engagement can thrive.

This research also confirms that a good work environment not only has an impact on employee satisfaction but also on their performance. Employees who feel comfortable and satisfied with their work environment tend to be more enthusiastic and committed to achieving company goals. This is reflected in various aspects, including achieving work targets, higher productivity, and positive contributions to achieving overall company goals. However, it is important to note that each company has unique characteristics and needs. Therefore, companies in the heavy equipment supply business sector in West Jakarta must design work environment strategies that suit their own context and vision. Continued research can provide a deeper understanding of the most effective strategies in improving the work environment and achieving organizational goals.

Moreover, in uncertain situations such as the Covid-19 pandemic, a conducive work environment can also play an important role in maintaining employee welfare and the continuity of company operations. Investing in creating a supportive work environment is not only a good policy for the company, but is also a strategic step to maintain competitiveness and long-term growth.

CONCLUSION

In this research, we analyzed company strategies in improving the work environment in order to maximize employee satisfaction and performance in a number of companies operating in the heavy equipment supply business in the West Jakarta area. The main findings of this study indicate that these companies have implemented various strategies to create a supportive work environment.

1. These companies have invested in physical infrastructure that includes comfortable facilities, clean work spaces, and recreational facilities for employees. This creates a strong foundation for employees to feel valued and motivated.
2. They have implemented policies that support work-life balance, such as work time flexibility and employee welfare programs. This flexibility allows employees to better organize their personal and work lives.
3. Employee training and development programs have also become a focus for these companies. This creates opportunities for employees to grow in their careers and feel valued by the company.

Our in-depth analysis also shows that a conducive work environment has a positive impact on employee satisfaction. Employees who feel comfortable in their work environment tend to be more satisfied with their jobs. Good facilities, support for skills development, and an inclusive work culture are factors that contribute to employee satisfaction. The results of this research emphasize the importance of company strategy in creating a supportive work environment to increase employee satisfaction and performance. Investing in creating good working conditions is not only beneficial for employees, but also for the long-term success of the company.

REFERENSI

- Arifin, S., & Mardikaningsih, R. (2022). Pencapaian Kepuasan Kerja bagi Karyawan melalui Kondusivitas Lingkungan Kerja dan Motivasi Kerja. *Jurnal Ilmiah Satyagraha*, 5(2), 98-106.
- Awaluddin, M. (2018). Penguatan Peran Lingkungan Kerja dan Budaya Organisasi dalam Mengoptimalkan Kinerja Dosen Universitas Islam Negeri Alauddin Makassar melalui Kepuasan Kerja. *Jurnal Minds: Manajemen Ide dan Inspirasi*, 5(1), 53-67.
- Creswell, J. W. (2016). *Research Design Pendekatan Metode Kualitatif, Kuantitatif dan Campuran*. Yogyakarta: Pustaka Pelajar.
- Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework*. John Wiley & Sons.
- Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: Is the field going in circles? *Human Resource Management Journal*, 27(1), 1-21.
- Gallup. (2020). The Remote Work Experiment. [Online]. Tersedia: <https://www.gallup.com/workplace/309604/remote-work-experiment.aspx>
- Ibarra, H., Agerri, I., & Desombre, T. (2020). The Pandemic Hasn't Led to a New Way of Working Yet. *Harvard Business Review*. [Online]. Tersedia: <https://hbr.org/2020/06/the-pandemic-hasnt-led-to-a-new-way-of-working-yet>
- Irfan, M. (2022). Peran Lingkungan Kerja, Keadilan Organisasi, dan Budaya Organisasi terhadap Kepuasan Kerja Karyawan. *Ekonomi, Keuangan, Investasi dan Syariah (EKUITAS)*, 3(3), 434-439.
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94(2), 371-391.
- Mangkunegara, A. P. (2015). *Sumber Daya Manusia Perusahaan*. Cetakan kedua belas. Bandung: Remaja Rosdakarya.
- Marbun, H. S., & Jufrizen, J. (2022). Peran Mediasi Kepuasan Kerja pada Pengaruh Dukungan Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada Kantor Dinas Ketahanan Pangan dan Peternakan Provinsi Sumatera Utara. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(1), 262-278.
- Noe, R. A. (2016). *Employee Training and Development*. McGraw-Hill Education.
- Phillips, J. J., & Phillips, P. P. (2016). *Handbook of Training Evaluation and Measurement Methods*. Routledge.
- Robbins, S & Coulter, M (2017), *Management*, New York: Pearson
- Rothwell, W. J., Lindholm, J., & Kazanas, H. C. (2015). *Strategic Human Resource Development*. Routledge.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Sugiyono, (2018). *Metode Penelitian Kuantitatif dan R&D*. Bandung: Alfabeta
- Zulkarnaen, W., & Sofyan, Y. (2018). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Keinginan Berpindah Karyawan PT. Delami Garmen Kota Bandung. *Widya Cipta*, 2(2), 183-192.