

Study on the Influence of the Physical Work Environment on Organizational Results in Sports Clubs

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Abstract

The perception of control over the work environment often occupies a significant place in workplace behavior and reactions. The paper aims to demonstrate a close direct and indirect relationship between the work environment, working conditions, and relations, on the one hand, and the health, well-being, and satisfaction of employees, which ultimately leads to increased productivity and individual and organizational high performance. The data collected through a questionnaire from the county and municipal sports club employees are processed using structural equation modeling, providing an overview of the researched variables. Management can increase job satisfaction, improve retention, and reduce organizational turnover costs by improving working conditions and relationships.

Key words: physical work environment, health, well-being, organizational results
J.E.L. classification: O15, Z22

1. Introduction

Many studies suggest that workplace relationships and conditions affect performance (Noe et al., 2016). For example, some places promote social skills and support connecting with others. In addition, some environments affect employees' health and well-being through stressor factors (Denhardt et al., 2019; Berman et al., 2019). Physical conditions can affect the management of general facilities and the labor relations that occur within the organization, affective results, behavioral outcomes, and organizational results. In conclusion, the organization is responsible for most employee satisfaction issues.

The research aims to evaluate the influence of employee satisfaction, well-being, and intention to leave on the internal perception of the corporate brand. The five-section structure of the paper begins with a brief introduction of the research theme, followed by a theoretical background. The third section presents the research methodology, while the last two present the findings and conclusions.

2. Theoretical background

Following the review of specialized literature on the work environment, conditions, and work relations, we found a close direct and indirect relationship between the physical work environment, on the one hand, affective results, behavioral outcomes, and organizational results, on the other hand, influencing performance and productivity (Bocean, 2015; Sitnikov and Bocean, 2010; Sitnikov and Bocean, 2012; Bocean and Sitnikov, 2015; Valentine et al., 2019; Dessler, 2019; Wilkinson, 2022). There are also demands for research that places employee health, well-being, and satisfaction at the center, providing support for the theory that employee health, well-being, and satisfaction can be integrated concepts (Bocean, 2007a, 2007b). Since no studies consider parameters affecting

employee health, well-being, and satisfaction from an integrated perspective in workplace research, this gap may warrant further research.

Stress resulting from poor working conditions can harm the organization. The most frequent harmful effects on the organization are increased absenteeism, staff mobility, morale deterioration, job dissatisfaction, and lack of performance at work (Vărzaru and Bocean, 2021; Puiu et al., 2022; Vărzaru et al., 2022). Therefore, the employer must implement strategies that benefit the employees and the organization to improve the organization's effectiveness. Consequently, we propose a research hypothesis:

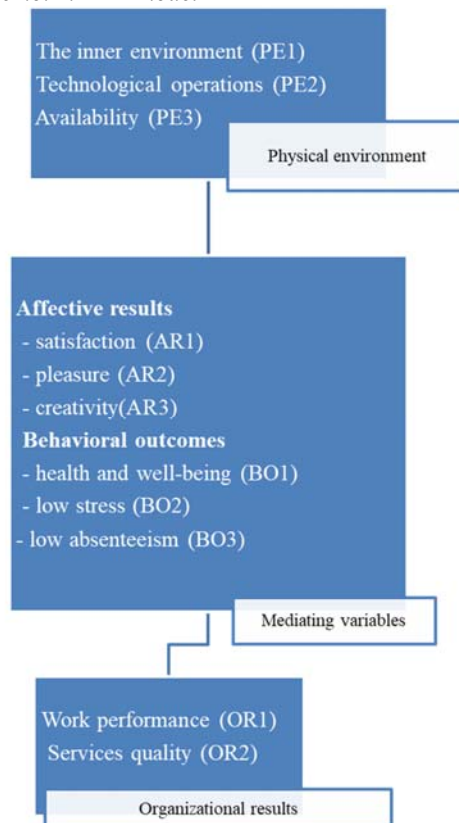
H1. The physical work environment significantly influences organizational outcomes.

H2. Affective results and behavioral results outcomes.

3. Research methodology

The chosen methodology consists of an empirical study carried out among municipal and county sports club employees during September and October 2022. In the specialized literature, it is considered that a better physical work environment promotes health at work and improves the. The theoretical model underlying the study is presented in figure 1.

Figure no. 1. MLP model



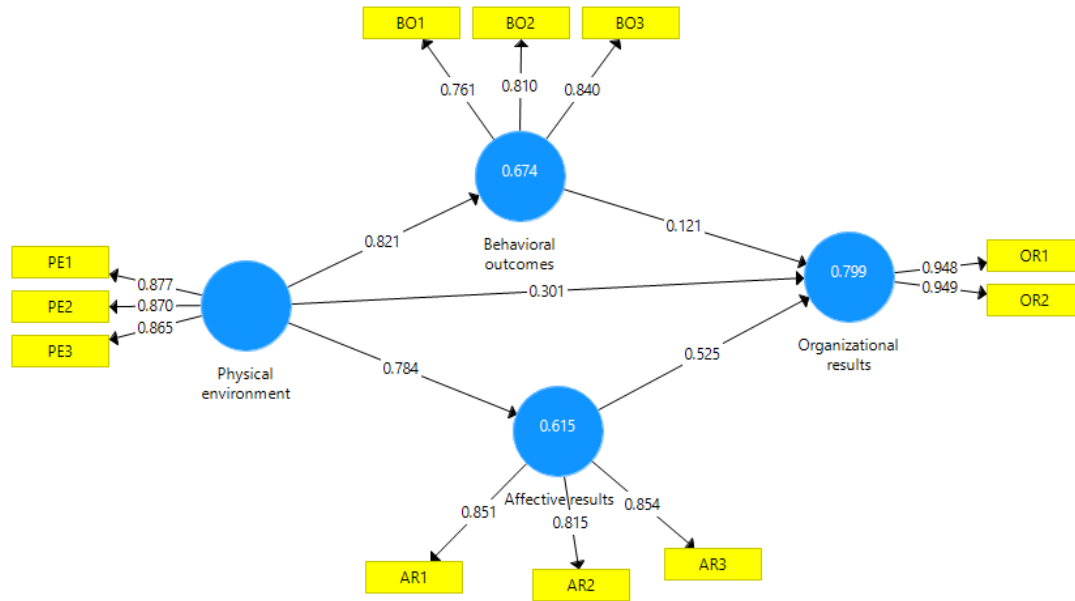
Source: Own construction based on LaMontagne et al., 2014 and Robbins and Coulter, 2017

The method used to study the relationships between the physical work environment, affective outcomes, behavioral outcomes, and organizational outcomes is structural equation modeling.

4. Findings

Structural equation modeling was performed using partial least squares in SmartPLS V3.0 software. The model built based on the answers to the questionnaire is illustrated in figure no. 2.

Figure no. 2. Applied model



Source: Own design using SmartPLS v3.0

Figure no. 2 shows that hypothesis H1 is valid; the physical work environment significantly influences organizational results.

The reliability and validity of the applied model are illustrated in table no 2.

Table no. 2. Validity and reliability

	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Affective results	0.792	0.795	0.878	0.706
Behavioral outcomes	0.729	0.742	0.846	0.647
Organizational results	0.888	0.888	0.947	0.899
Physical environment	0.841	0.843	0.904	0.758

Source: Own design using SmartPLS v3.0

Table no. 3 presents path coefficients and indirect effects between model variables.

Table no. 3. Path coefficients and specific indirect effects

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Physical environment -> Behavioral outcomes	0.821	0.822	0.017	47.220	0.000
Physical environment -> Affective results	0.784	0.785	0.019	40.441	0.000
Affective results -> Organizational results	0.525	0.525	0.052	10.186	0.000
Physical environment -> Organizational results	0.301	0.299	0.047	6.356	0.000
Behavioral outcomes -> Organizational results	0.121	0.124	0.063	1.924	0.055
Physical environment -> Affective results -> Organizational results	0.412	0.412	0.042	9.848	0.000
Physical environment -> Behavioral outcomes -> Organizational results	0.100	0.102	0.052	1.909	0.057

Source: Own design using SmartPLS v3.0

The relationships in table no. 3 show the significant direct links between the physical work environment and organizational results. The behavioral outcomes show a weak mediation effect in the relationship between the physical working environment and the organizational results among the employees of the sports clubs selected in the sample. Hypothesis H2 is partially validated.

Recent studies have supported the need to study the physical working environment on organizational results (LaMontagne et al., 2014; Robbins and Coulter, 2017) because this issue is still an unclear and underexplored area, although empirical studies are needed to explain these links.

5. Conclusions

The physical work environment influences employees through their level of job satisfaction. Improving the working environment by improving working conditions and relations requires attention to workload, adequate administrative support, professional relations, and organizational climate. Management can increase job satisfaction, improve retention, and reduce organizational turnover costs by improving working conditions and relationships.

Following the results of the empirical study, we demonstrated that the essential characteristics of the environment, which relate to sociocultural components, personal traits, and ways of adapting to the environment, can positively or negatively influence a person's well-being in various areas. Specific environmental stressors can generate acute and chronic illnesses, resulting in lower productivity and reduced performance.

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