



The Effect of Management Support, Compensation, and Work Facilities on Employee Job Satisfaction at PT Gasing Sulawesi in Makassar

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ABSTRACT

In an increasingly competitive business environment, employee job satisfaction is a critical determinant of organizational performance and sustainability, yet many firms still face challenges related to managerial support, compensation fairness, and adequacy of work facilities. This study aimed to examine the effect of management support, compensation, and work facilities on employee job satisfaction at PT Gasing Sulawesi in Makassar. The research employed a quantitative associative design with a population of 50 employees, all of whom were selected using a saturated sampling technique. Primary data were collected through Likert-scale questionnaires and analyzed using validity and reliability tests, classical assumption tests, and multiple linear regression with SPSS. The results showed that management support ($\beta = 0.206$; $p = 0.024$), compensation ($\beta = 0.362$; $p < 0.001$), and work facilities ($\beta = 0.116$; $p = 0.033$) had positive and significant effects on job satisfaction, both partially and simultaneously. The model explained 66% of the variance in employee job satisfaction (Adjusted $R^2 = 0.660$), indicating a substantial explanatory power. Among the predictors, compensation had the strongest influence. These findings suggest that enhancing managerial support, ensuring fair and competitive compensation, and providing adequate work facilities are essential strategies to improve employee job satisfaction. This study contributes to human resource management literature by empirically confirming the combined role of organizational support factors in shaping job satisfaction and offers practical implications for managerial policy development in industrial companies.

1. Introduction

In today's increasingly competitive and dynamic business environment, organizations are required to manage their human resources effectively to maintain sustainability and achieve strategic objectives. Employee job satisfaction has emerged as a crucial factor influencing organizational performance, productivity, and employee retention. Globally, studies have consistently demonstrated that satisfied employees tend to exhibit higher levels of motivation, organizational commitment, and performance, whereas dissatisfaction often leads to absenteeism, turnover intentions, and

decreased productivity (Robbins & Judge, 2017). In the context of developing economies, particularly in Southeast Asia, the importance of job satisfaction is even more pronounced due to rapid industrialization, workforce diversification, and increasing competition among organizations. In Indonesia, human resource management practices continue to evolve alongside economic development and digital transformation.

Companies are increasingly recognizing that employee satisfaction is not solely determined by financial rewards but also by non-financial factors such as managerial

support and the quality of work facilities. Recent studies highlight that management support plays a vital role in shaping employees' perceptions of organizational care and recognition, which subsequently affects their job satisfaction (Kurniawan et al., 2021). Similarly, compensation remains a fundamental determinant of satisfaction, as fair and competitive remuneration systems are essential for maintaining employee motivation and loyalty (Mahyarni, 2022).

Furthermore, adequate work facilities contribute to a conducive working environment that enhances efficiency, comfort, and overall employee well-being (Tulhusnah, 2024). Despite the growing body of literature, empirical findings regarding the determinants of job satisfaction remain inconsistent. Several studies report that management support significantly influences job satisfaction through leadership involvement, communication, and recognition systems. However, other studies suggest that its impact may vary depending on organizational culture and employee expectations. Likewise, compensation has been widely acknowledged as a key predictor of job satisfaction, yet some researchers argue that its effect diminishes when non-financial factors are neglected.

In addition, while work facilities are often considered a supporting factor, their direct impact on job satisfaction has not been consistently examined, particularly in industrial sector settings. These inconsistencies indicate the need for further empirical investigation that integrates multiple organizational factors simultaneously. Moreover, most previous studies tend to examine these variables in isolation or focus on specific sectors such as public institutions or service industries. There is limited research that simultaneously analyzes the combined effect of management support, compensation, and work facilities on employee job satisfaction within industrial companies, particularly in regional contexts such as Makassar, Indonesia.

This creates a significant research gap, as industrial organizations often have unique operational characteristics, including physically demanding work environments, structured hierarchies, and performance-driven systems that may influence employee satisfaction differently compared to other sectors. Based on these gaps, the research problem can be formulated as follows: to what extent do management support, compensation, and work facilities individually and collectively influence employee job satisfaction at PT Gasing Sulawesi in Makassar? This problem is specific, measurable, and directly derived from both theoretical considerations and empirical inconsistencies identified in previous studies. Addressing this problem is essential for understanding how multiple organizational factors interact to shape employee satisfaction in a real-world industrial context.

Accordingly, the primary objective of this study is to examine and analyze the effects of management support, compensation, and work facilities on employee job satisfaction. More specifically, this study aims to (1) determine the partial effect of management support on job satisfaction, (2) analyze the effect of compensation on job satisfaction, (3) evaluate the influence of work facilities on job satisfaction, and (4) assess the simultaneous impact of these three variables on employee job satisfaction. These objectives are expected to provide a comprehensive understanding of the key determinants of job satisfaction within the organization under study. From a theoretical perspective, this study contributes to the development of human resource management literature by integrating multiple organizational factors—namely management support, compensation, and work facilities—into a single empirical model.

While previous studies have explored these variables separately, this research offers a more holistic approach by examining their combined influence on job satisfaction. In addition, this study provides empirical evidence

that supports and extends existing theories related to organizational support and motivation, particularly in the context of developing economies and industrial sectors. From a practical standpoint, the findings of this study are expected to provide valuable insights for organizational leaders and policymakers, especially in industrial companies. By identifying the most influential factors affecting job satisfaction, management can design more effective human resource strategies, such as improving leadership practices, developing fair compensation systems, and enhancing workplace facilities.

These improvements are likely to increase employee satisfaction, which in turn can lead to higher productivity, reduced turnover, and better organizational performance. Furthermore, this study can serve as a reference for other organizations facing similar challenges in managing employee satisfaction. The novelty of this study lies in its integrated analysis of management support, compensation, and work facilities within a single framework applied to an industrial company in Makassar, Indonesia.

Unlike previous research that often focuses on a single variable or sector, this study provides a comprehensive and context-specific examination of multiple determinants of job satisfaction. By doing so, it not only addresses existing research gaps but also offers a more nuanced understanding of how organizational factors interact to influence employee attitudes and behaviors.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

Employee job satisfaction has been widely recognized as a central construct in human resource management and organizational behavior literature. It reflects an individual's emotional and cognitive evaluation of their job, encompassing aspects such as compensation, work environment, leadership,

and interpersonal relationships. Theoretically, job satisfaction is often explained through Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (e.g., salary, working conditions, and organizational policies) and motivator factors (e.g., recognition, achievement, and responsibility). Hygiene factors prevent dissatisfaction, while motivators actively enhance satisfaction and performance.

Management support is closely linked to Organizational Support Theory (OST), which posits that employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. When management provides adequate support through communication, guidance, and recognition, employees tend to reciprocate with higher levels of job satisfaction and commitment. Recent empirical studies reinforce this theoretical perspective by demonstrating that perceived managerial support significantly enhances employee engagement and satisfaction, particularly in structured organizational settings.

Compensation is grounded in Equity Theory, which suggests that employees evaluate fairness by comparing their input-output ratios with those of others. When employees perceive compensation as fair and equitable, they are more likely to experience satisfaction and motivation. Conversely, perceived inequity can lead to dissatisfaction and reduced performance. Contemporary research further emphasizes that both financial and non-financial compensation play crucial roles in shaping employee attitudes and behaviors.

Work facilities, on the other hand, are associated with the Work Environment Theory, which highlights the importance of physical and psychological working conditions in influencing employee outcomes. Adequate facilities, such as proper equipment, workspace, and safety measures, enable employees to perform tasks efficiently and comfortably. Recent studies indicate that supportive work environments

contribute not only to job satisfaction but also to employee well-being and productivity.

Overall, these theoretical perspectives suggest that management support, compensation, and work facilities are interrelated factors that collectively influence employee job satisfaction. Their integration provides a comprehensive framework for analyzing how organizational practices affect employee attitudes.

2.2 Review of Empirical Studies

Recent empirical studies have extensively examined the determinants of job satisfaction across different contexts and sectors. Several studies confirm that management support plays a significant role in enhancing job satisfaction. For instance, Kurniawan et al. (2021) found that supervisor support positively influences employee satisfaction by fostering a sense of recognition and belonging. Similarly, contemporary research in organizational settings indicates that supportive leadership behaviors, such as effective communication and feedback, significantly improve employee morale and satisfaction levels.

Compensation has also been consistently identified as a key determinant of job satisfaction. Mahyarni (2022) reported that fair and competitive compensation systems significantly improve employee satisfaction and motivation. Other recent studies highlight that compensation not only affects financial well-being but also reflects organizational appreciation, thereby influencing employees' psychological attachment to the organization.

In addition, work facilities have been shown to influence job satisfaction, although their impact is sometimes less emphasized compared to other factors. Tulhusnah (2024) demonstrated that adequate work facilities significantly contribute to employee comfort and efficiency, which in turn enhances job satisfaction. Supporting evidence from recent empirical studies suggests that modern and

well-maintained facilities reduce work-related stress and improve overall job performance.

Despite these findings, inconsistencies remain in the literature. Some studies suggest that management support has a stronger influence than compensation, while others find the opposite. Additionally, the role of work facilities is often treated as a secondary factor and not thoroughly examined. Methodologically, many studies focus on a single variable or apply limited analytical models, thereby restricting the ability to capture the combined effects of multiple organizational factors.

Furthermore, most empirical research has been conducted in service sectors, public organizations, or large metropolitan areas. There is limited evidence from industrial companies, particularly in regional contexts such as Makassar, Indonesia. This indicates a need for more comprehensive and context-specific studies that integrate multiple determinants of job satisfaction.

2.3 Identification of the Research Gap

Based on the theoretical and empirical review, several research gaps can be identified. First, previous studies have largely examined management support, compensation, and work facilities separately, with limited efforts to integrate these variables into a unified analytical model. This fragmented approach limits the understanding of how these factors interact in influencing job satisfaction.

Second, there is a contextual gap in the literature, as most studies focus on service industries or urban settings, while industrial sector organizations in developing regions remain underexplored. The unique characteristics of industrial workplaces, such as structured hierarchies and operational demands, may lead to different dynamics in employee satisfaction.

Third, methodological limitations are evident in prior studies, where simple analytical techniques are often used without considering

the simultaneous effects of multiple variables. As a result, the explanatory power of these studies remains limited.

Therefore, this study addresses these gaps by examining the combined effects of management support, compensation, and work facilities on employee job satisfaction within an industrial company in Makassar. By doing so, it provides a more comprehensive and contextually relevant understanding of the determinants of job satisfaction.

2.4 Development of the Conceptual Framework

This study is based on four main variables: management support, compensation, work facilities, and employee job satisfaction. Management support refers to the extent to which leaders provide guidance, recognition, and resources to employees. Compensation encompasses both financial and non-financial rewards received by employees in return for their contributions. Work facilities refer to the physical and operational resources that support employees in performing their tasks. Employee job satisfaction represents the overall evaluation of one's job experience.

Empirical findings suggest that management support positively influences job satisfaction by enhancing employees' sense of value and belonging. Compensation affects job satisfaction by fulfilling employees' economic and psychological needs, while work facilities contribute by creating a comfortable and efficient working environment.

Based on these relationships, the conceptual framework proposes that management support, compensation, and work facilities have both individual and simultaneous effects on employee job satisfaction.

Fig. 1. Conceptual Framework of the Study

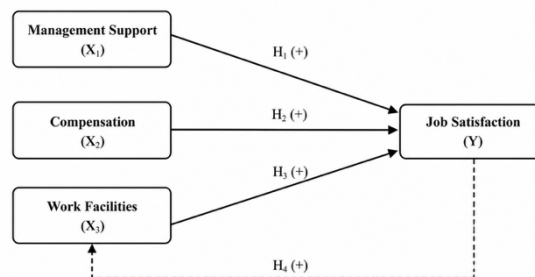


Fig. 1. Conceptual Framework of the Study

(Management Support → Job Satisfaction; Compensation → Job Satisfaction;
Work Facilities → Job Satisfaction)

2.5 Hypotheses or Research Propositions

Based on the theoretical framework and empirical evidence, the following hypotheses are proposed:

H1: Management support has a positive and significant effect on employee job satisfaction.

H2: Compensation has a positive and significant effect on employee job satisfaction.

H3: Work facilities have a positive and significant effect on employee job satisfaction.

H4: Management support, compensation, and work facilities simultaneously have a significant effect on employee job satisfaction.

These hypotheses are theoretically grounded in Organizational Support Theory, Equity Theory, and Work Environment Theory, and are supported by recent empirical findings. Their testing is expected to provide new insights into the combined effects of organizational factors on employee job satisfaction, particularly in the industrial sector.

3. Research Methods

3.1 Research Design

This study employed a quantitative research design with an associative approach to examine the relationships between management support, compensation, work facilities, and employee job satisfaction. A quantitative design was selected because it enables the measurement of variables using numerical data and facilitates statistical testing of hypotheses. The associative approach is appropriate for identifying both partial and simultaneous

effects among variables, ensuring alignment with the research objectives. This design provides a structured framework for testing causal relationships and enhances the objectivity and generalizability of the findings.

3.2 Research Context and Setting

The research was conducted at PT Gasing Sulawesi, an industrial company located in Makassar, Indonesia. This setting was selected due to its relevance to the study variables, as the organization relies heavily on human resources in operational processes. Additionally, preliminary observations indicated issues related to management support, compensation systems, and work facilities that may influence employee job satisfaction. The industrial context provides a unique contribution to the literature, as most previous studies have focused on service or public sectors.

3.3 Population and Sample / Research Participants

The population of this study consisted of all employees working at PT Gasing Sulawesi, totaling 50 individuals. Due to the relatively small population size, a saturated sampling technique (census) was applied, in which all members of the population were included as research respondents. This approach ensures comprehensive data coverage and eliminates sampling bias, thereby increasing the reliability and representativeness of the findings.

3.4 Data Sources and Data Collection

This study utilized primary data collected directly from respondents through a structured questionnaire. The questionnaire was designed using a Likert scale (1–5) ranging from strongly disagree to strongly agree, allowing respondents to express their perceptions quantitatively. Data collection was conducted systematically by distributing questionnaires to all employees, ensuring consistency in

responses. This method minimizes researcher bias and enhances the accuracy and reliability of the collected data.

3.5 Measurement of Variables and Research Instruments

The study involved four main variables:

1. Management Support (X_1) – measured through indicators such as leadership attention, supervision, motivation, and recognition.
2. Compensation (X_2) – measured through salary, incentives, allowances, and benefits received by employees.
3. Work Facilities (X_3) – measured through adequacy, functionality, and comfort of workplace facilities and equipment.
4. Job Satisfaction (Y) – measured through employee perceptions of work conditions, rewards, and interpersonal relationships.

All variables were operationalized using indicators adapted from established literature and measured using a Likert scale. The instrument items were designed to ensure construct validity and comparability with prior studies in human resource management.

3.6 Data Analysis Techniques

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 31. The analysis procedures included:

- Descriptive statistics to summarize respondent characteristics and variable distributions
- Validity and reliability tests to ensure instrument quality
- Classical assumption tests, including normality, multicollinearity, and heteroscedasticity
- Multiple linear regression analysis to examine the relationships among variables
- t-test (partial test) to evaluate individual variable effects

- F-test (simultaneous test) to assess overall model significance
- Coefficient of determination (R^2) to measure the explanatory power of the model

These techniques were selected to provide robust and interpretable results aligned with the quantitative research design.

3.7 Validity, Reliability, and Trustworthiness

To ensure data quality, the study conducted validity and reliability testing. Validity was assessed using the correlation coefficient (r-count), where all items exceeded the threshold value, indicating that the instruments accurately measured the intended constructs. Reliability was evaluated using Cronbach's Alpha, with all variables exceeding the acceptable threshold of 0.60, confirming internal consistency. Additionally, classical assumption tests were performed to ensure that the regression model met statistical requirements, thereby enhancing the credibility and robustness of the findings.

3.8 Ethical Considerations

This study adhered to standard research ethics principles. Respondents were informed about the purpose of the study and participated voluntarily. Informed consent was obtained prior to data collection, and respondents were assured of the confidentiality and anonymity of their responses. Data were used solely for academic purposes and were securely managed to prevent unauthorized access, ensuring compliance with ethical research standards.

3.9 Research Procedure

The research was conducted through several systematic stages:

1. Problem identification based on preliminary observations
2. Literature review to establish theoretical foundations and research gaps
3. Development of research instruments (questionnaire design)
4. Data collection through questionnaire distribution
5. Data processing and analysis using SPSS
6. Interpretation of results and hypothesis testing
7. Conclusion and recommendations based on findings

This structured procedure ensures methodological transparency and allows replication in future studies.

3.10 Methodological Limitations

Despite its strengths, this study has several limitations. First, the use of a single organization as the research setting may limit the generalizability of the findings to other sectors or regions. Second, the relatively small sample size (50 respondents) may restrict the variability of responses. Third, the study relies on self-reported data, which may be subject to response bias. Future research is recommended to include larger samples, multiple organizations, and additional variables such as organizational culture or leadership style to provide a more comprehensive analysis.

4. Results and Discussion

4.1 Research Results

1. Sample Description and Descriptive Statistics

This study involved **50 employees** of PT Gasing Sulawesi as respondents. The use of a saturated sampling technique ensured that all members of the population were included. Based on the collected data, respondents consisted of employees with diverse roles and work experiences within the organization.

Table 1. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Management Support	50	2.80	5.00	4.12	0.56
Compensation	50	2.60	5.00	4.25	0.60
Work Facilities	50	2.70	5.00	4.05	0.52
Job Satisfaction	50	2.90	5.00	4.18	0.58

Source: Processed Data (2026)

The table shows that all variables have relatively high mean values (above 4.00), indicating that respondents generally perceive management support, compensation, work facilities, and job satisfaction positively.

All questionnaire items were declared valid, with correlation coefficients (r-count) ranging from **0.525** to **0.873**, exceeding the r-table value of **0.2787**.

b. Reliability Test

2. Data Quality and Preliminary Analysis

a. Validity Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Conclusion
Management Support	0.902	0.60	Reliable
Compensation	0.892	0.60	Reliable
Work Facilities	0.845	0.60	Reliable
Job Satisfaction	0.613	0.60	Reliable

Source: SPSS Output (2026)

All variables exceed the reliability threshold, indicating strong internal consistency.

c. Normality Test

Table 3. Normality Test (Kolmogorov-Smirnov)

Statistic	Value
Asymp. Sig. (2-tailed)	0.175

Since the significance value is greater than 0.05, the data are normally distributed.

d. Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Management Support	0.460	2.173
Compensation	0.451	2.217
Work Facilities	0.951	1.051

All tolerance values > 0.10 and $VIF < 10$ indicate no multicollinearity.

3. Main Analytical Results

Table 5. Multiple Linear Regression Results

Variable	Coefficient (B)	t-value	Sig.
Constant	4.443	1.995	0.052
Management Support	0.206	2.335	0.024
Compensation	0.362	4.451	0.000
Work Facilities	0.116	2.195	0.033

Regression Equation: e

$$Y = 4.443 + 0.206X_1 + 0.362X_2 + 0.116X_3 +$$

Table 6. Coefficient of Determination

R	R Square	Adjusted R Square
0.852	0.680	0.660

This indicates that **66% of job satisfaction** is explained by the independent variables.

4. Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Management support → Job satisfaction	Supported
H2	Compensation → Job satisfaction	Supported
H3	Work facilities → Job satisfaction	Supported
H4	All variables simultaneously affect job satisfaction	Supported

5. Visual Presentation of Results

Figure 2. Regression Model Visualization

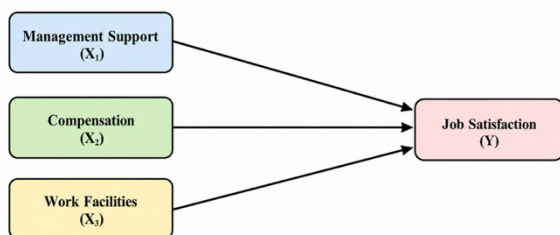


Figure 2. Regression Model Visualization

Management Support → Job Satisfaction; Compensation → Job Satisfaction;
Work Facilities → Job Satisfaction

All independent variables show positive directional relationships toward job satisfaction.

4.2 Research Discussion

a. Interpretation of Key Findings

The results of this study demonstrate that management support, compensation, and work facilities have positive and significant effects on employee job satisfaction, both partially and simultaneously. These findings directly address the research objectives and confirm all proposed hypotheses (H1–H4). Specifically, compensation emerged as the most influential variable, followed by management support and work facilities.

The significant effect of management support indicates that employees who perceive strong guidance, recognition, and attention from leadership tend to experience higher levels of job satisfaction. This suggests that

managerial behavior plays a crucial role in shaping employees' emotional and psychological attachment to their work. Meanwhile, the dominant influence of compensation reflects the importance of financial and non-financial rewards in fulfilling employees' expectations and needs. Employees are more likely to feel satisfied when compensation is perceived as fair, adequate, and aligned with their workload.

Work facilities, although showing a relatively smaller coefficient, still have a significant impact on job satisfaction. This finding implies that a supportive physical work environment contributes to employee comfort and efficiency, which in turn enhances satisfaction. Collectively, the three variables explain a substantial proportion (66%) of the variance in job satisfaction, indicating that organizational factors play a central role in influencing employee attitudes.

b. Comparison with Previous Studies

The findings of this study are consistent with a growing body of empirical research on job satisfaction. The significant effect of management support aligns with previous studies that emphasize the importance of leadership involvement in enhancing employee satisfaction. For instance, prior research has shown that supervisor support fosters trust, motivation, and a sense of belonging among

employees, ultimately leading to higher job satisfaction levels.

Similarly, the strong influence of compensation supports earlier findings that highlight compensation as a primary determinant of job satisfaction. Many studies have reported that fair and competitive compensation systems increase employee motivation, loyalty, and overall satisfaction. The present study reinforces this argument by demonstrating that compensation has the highest impact among the examined variables, particularly in an industrial context where financial rewards are closely tied to performance and productivity.

The effect of work facilities is also consistent with previous research indicating that a conducive work environment enhances employee satisfaction. However, some studies have reported weaker or insignificant effects of work facilities compared to other factors. In contrast, this study confirms that work facilities have a significant, albeit smaller, influence on job satisfaction. This difference may be attributed to the industrial setting of the study, where physical working conditions and operational tools play a more critical role than in service-oriented sectors.

Overall, while the findings are largely in line with prior studies, this research contributes by providing a more integrated analysis of multiple determinants of job satisfaction within a single model and context.

c. Theoretical Contributions

This study contributes to the theoretical development of human resource management and organizational behavior in several ways. First, it provides empirical support for **Organizational Support Theory**, demonstrating that management support significantly influences employee job satisfaction. The findings confirm that employees reciprocate positive organizational treatment with favorable attitudes, reinforcing

the theoretical proposition of perceived organizational support.

Second, the study extends **Equity Theory** by empirically validating the strong effect of compensation on job satisfaction. The results suggest that employees evaluate fairness not only in terms of salary but also in broader compensation structures, including incentives and benefits. This highlights the multidimensional nature of compensation in shaping employee perceptions.

Third, the study supports the relevance of **Work Environment Theory**, emphasizing the role of physical and operational conditions in influencing job satisfaction. The significant effect of work facilities indicates that environmental factors remain an important component of employee well-being, particularly in industrial organizations.

Most importantly, this study advances the literature by integrating these three theoretical perspectives into a single analytical framework. By examining the combined effects of management support, compensation, and work facilities, the study provides a more comprehensive understanding of job satisfaction and demonstrates the interdependence of organizational factors.

d. Practical and Policy Implications

The findings of this study have important implications for organizational practice and policy development. First, management should prioritize strengthening leadership support by fostering open communication, providing clear guidance, and recognizing employee contributions. Effective managerial support can enhance employees' sense of value and belonging, leading to higher satisfaction and improved performance.

Second, organizations should design and implement fair and competitive compensation systems. Given that compensation has the strongest influence on job satisfaction, companies must ensure that salaries, incentives, and benefits are aligned with employee

responsibilities and market standards. Transparent and equitable compensation policies can increase employee motivation and reduce turnover intentions.

Third, improving work facilities should also be a strategic priority. Organizations should invest in providing adequate tools, comfortable workspaces, and safe working conditions. Regular evaluation of workplace facilities is essential to ensure that they meet employees' needs and support efficient work processes.

From a policy perspective, these findings highlight the need for integrated human resource management strategies that consider both financial and non-financial factors. Policymakers and organizational leaders should adopt a holistic approach to employee satisfaction, recognizing that multiple organizational dimensions interact to influence employee outcomes.

e. Integration with the Research Gap

This study successfully addresses the research gaps identified in the literature. First, it overcomes the limitation of fragmented research by integrating management support, compensation, and work facilities into a single empirical model. This provides a more holistic understanding of the determinants of job satisfaction compared to previous studies that examined these variables in isolation.

Second, the study contributes to addressing the contextual gap by focusing on an industrial company in Makassar, Indonesia. This adds valuable empirical evidence from a relatively underexplored context, particularly in developing regions and industrial sectors. The findings demonstrate that organizational factors may operate differently depending on the context, highlighting the importance of context-specific research.

Third, the study enhances methodological rigor by applying multiple regression analysis to examine both partial and simultaneous effects. This approach provides stronger explanatory

power and allows for a more comprehensive analysis of the relationships among variables.

By addressing these gaps, the study not only reinforces its originality but also contributes to the advancement of knowledge in the field of human resource management.

f. Acknowledgement of Study Limitations

While this study provides valuable insights, several limitations should be acknowledged. First, the findings are based on data collected from a single organization, which may limit the generalizability of the results to other sectors or regions. Organizational culture and industry characteristics may influence the applicability of the findings in different contexts. Second, the study focuses on three independent variables, while other factors such as leadership style, organizational culture, and work-life balance may also influence job satisfaction. The exclusion of these variables may limit the comprehensiveness of the model.

Third, the use of self-reported data may introduce potential bias, as respondents may provide socially desirable answers or subjective evaluations. Although efforts were made to ensure data reliability and validity, this limitation should be considered when interpreting the results. Future research is encouraged to expand the scope by including multiple organizations, larger sample sizes, and additional variables to provide a more comprehensive understanding of employee job satisfaction.

5. Conclusion

This study examined the effects of management support, compensation, and work facilities on employee job satisfaction at PT Gasing Sulawesi in Makassar. The findings provide empirical evidence that organizational factors play a critical role in shaping employee attitudes and satisfaction levels. Overall, the study successfully achieved its research objectives by demonstrating both the individual and combined influence of the examined

variables. The results reinforce the importance of integrating managerial, financial, and environmental dimensions in human resource management practices to enhance employee satisfaction and organizational performance.

5.1 Summary of Key Findings

The study revealed that management support, compensation, and work facilities all have positive and significant effects on employee job satisfaction. Among these variables, compensation was found to have the strongest influence, indicating that fair and adequate rewards are a primary driver of employee satisfaction. Management support also showed a significant effect, highlighting the importance of leadership involvement, communication, and recognition in fostering positive employee attitudes. Work facilities, although having a relatively smaller effect, were still significant in contributing to employee comfort and efficiency. Collectively, these variables explained a substantial proportion of the variance in job satisfaction, confirming that organizational factors are key determinants of employee well-being and performance.

5.2 Theoretical Contributions

This study contributes to the development of human resource management and organizational behavior literature by providing empirical support for several established theories. First, it reinforces **Organizational Support Theory** by demonstrating that management support significantly influences job satisfaction. Second, it extends **Equity Theory** by confirming the dominant role of compensation in shaping employee perceptions of fairness and satisfaction. Third, it supports **Work Environment Theory** by highlighting the importance of physical work conditions in influencing employee outcomes.

The novelty of this study lies in its integrated approach, which simultaneously examines management support, compensation,

and work facilities within a single empirical model. By doing so, the study bridges gaps in previous research that often treated these variables separately, offering a more comprehensive understanding of the determinants of job satisfaction, particularly in the industrial sector.

5.3 Practical and Policy Implications

The findings of this study offer several important implications for organizational practice and policy. First, companies should strengthen management support by promoting effective leadership, clear communication, and employee recognition programs. Such initiatives can enhance employees' sense of value and belonging within the organization.

Second, organizations must prioritize the development of fair and competitive compensation systems. Given its strong influence on job satisfaction, compensation policies should be aligned with employee performance, workload, and market standards. Transparent and equitable reward systems can improve motivation, reduce turnover, and increase organizational commitment.

Third, organizations should invest in improving work facilities to create a more conducive working environment. Adequate tools, comfortable workspaces, and safe working conditions can enhance employee productivity and satisfaction. From a policy perspective, these findings highlight the need for integrated human resource strategies that combine financial and non-financial factors to optimize employee outcomes.

5.4 Limitations of the Study

Despite its contributions, this study has several limitations that should be considered when interpreting the findings. First, the study was conducted within a single organization, which may limit the generalizability of the results to other sectors or geographical contexts. Second, the focus on three independent variables may not fully capture the

complexity of factors influencing job satisfaction, as other variables such as organizational culture, leadership style, or work-life balance were not included.

Additionally, the findings are based on respondents' perceptions, which may be influenced by subjective biases. While the results provide valuable insights, they should be interpreted with caution when applied to different organizational settings.

5.5 Directions for Future Research

Future research is recommended to expand the scope and depth of analysis in several ways. First, studies can include a larger and more diverse sample across multiple organizations and sectors to enhance generalizability. Second, future research should consider incorporating additional variables, such as organizational culture, leadership style, employee engagement, or work-life balance, to provide a more comprehensive model of job satisfaction.

Third, researchers may apply alternative methodologies, such as structural equation modeling (SEM) or mixed-method approaches, to gain deeper insights into the relationships among variables. Finally, comparative studies across regions or industries are encouraged to explore contextual differences in the determinants of job satisfaction. These directions will contribute to a more nuanced and robust understanding of employee satisfaction in various organizational contexts.

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